



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

2003-2004 Estimates

Report on Plans and Priorities

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Minister of Public Works and Government Services
Receiver General for Canada

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Section I - Minister's Message



I am pleased to present this year's *Report on Plans and Priorities (2003-2004)* for Public Works and Government Services Canada (PWGSC), outlining the key priorities and challenges for the department over the next year.

The 2002 Speech from the Throne and Budget 2003 laid out a new ambitious agenda for the government, with a clear focus on climate change, health care and building competitive cities and healthy communities. PWGSC has a key strategic role to play in the implementation of this national agenda, both in the long and the short term, through our close work with nearly 100 federal departments and agencies.

We will be at the leading edge of sustainable development by making our operations environmentally responsible. We will also highlight the presence of the federal government in Canadian communities, and concentrate our efforts on being a “good neighbour”. We are committed to continue to play a leadership role in electronic service delivery across government in the context of the Government On-Line initiative. Through joint efforts with other departments, we will help preserve Canadian culture and enhance community identity through the conservation and management of heritage buildings in communities across Canada. Finally, we must deliver value in everything we do with Canadian taxpayer's money in a transparent and accountable way, through modern management practices.

Our biggest challenge is to meet the growing demands from our client departments and agencies. To help meet this challenge, we re-organized our operations in 2002. This new operational structure will allow us to help departments and agencies plan for their medium and long-term needs while achieving the best cost possible for Canadians. These changes will maximize the expertise and professionalism of our employees who remain our greatest asset.

I know we will succeed and, through our efforts, we will help give Canadians the Canada they want.

Management Representation Statement

I submit, for tabling in Parliament, the 2003-2004 Report on Plans and Priorities (RPP) for Public Works and Government Services Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2003-2004 Report on Plans and Priorities* in that it:

- portrays the organization's plans and priorities accurately;
- provides planned spending information consistent with the directions provided in the Minister of Finance's Budget and by Treasury Board Secretariat;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

The Reporting Structure on which this document is based has been approved by Treasury Board Ministers and defines accountability for the results achieved with the resources and authorities provided.

Janice Cochrane
Deputy Minister

February, 2003

Section II - Planning Overview

2.1 Description

Raison d'être

Public Works and Government Services Canada (PWGSC) provides modern client-focused services to approximately one hundred departments and agencies at the best value for taxpayers. We provide innovative solutions to our clients, while respecting values of prudence, probity and transparency. We also deliver services directly to Canadians and contribute to their quality of life.

Corporate Values

In 2001-02, we reassessed our priorities and identified the following values that define who we are, what we believe in and what we stand for:

- **Dynamic People:** *We promote a work environment that supports an expert, diverse and motivated work force.*
- **Client Services:** *We are committed to quality service and solutions to meet our clients' evolving needs.*
- **Best in Class:** *We are recognized for excellence in providing services that support the Government of Canada in the delivery of programs that enhance the quality of life of Canadians.*

Each of these values is critical to our success as they are fundamental to everything we do. As a knowledge organization, we will support our people in delivering leading-edge services. As client service is the backbone of our business, we will strive to provide our clients with effective and innovative solutions that meet their needs. Finally, we will pursue excellence in our contribution to the government's agenda, be it in support of infrastructure, innovation, public security or the environment.

Scope of Operations

PWGSC provides common and central services to approximately one hundred federal departments and agencies nationwide. We accommodate 190,000 public servants and parliamentarians across Canada, and manage six million square metres of space in some 2,500 locations. We are Canada's largest purchasing agent, administering more than 60,000 contractual documents worth more than \$10.4 billion. We maintain Canada's accounts and carry out the federal government's banking and disbursing activities, which total \$1.1 trillion each year. Our data centres are similar in size to those of the largest

Canadian banks and we make some 215 million payments to Canadians annually, approximately 65 percent of which are electronic.

Our department is a key agent in the delivery of the government's strategic information management and technology infrastructure. We support the modernization of service-delivery processes in partnership with Treasury Board Secretariat (TBS), other government departments and the private sector. We provide leading-edge business solutions that allow clients to optimize their productivity.

We also provide services, including public service pay and pensions, telecommunications, management consulting and audit, and language services such as translation, interpretation and terminology. In some areas—for example, our Receiver General function—we serve Canadians directly.

Business Line Structure

To ensure effective delivery of the services described above, our department is organized into eight business lines:

- Real Property Services;
- Supply Operations Service;
- Receiver General;
- Public Service Compensation;
- Telecommunications and Informatics Common Services;
- Consulting and Audit Canada;
- Translation Bureau; and
- Operational Support.

We maintain offices and provide services throughout Canada, in the United States and Europe. Within Canada, we deliver services from our departmental headquarters and from offices in five regions: Atlantic, Quebec, Ontario, Western and Pacific.

We use different organizational and financial approaches to achieve our mandate. For example, the 'special operating agency' delivery model provides Consulting and Audit Canada and the Translation Bureau with increased operational flexibility. All business lines are funded through appropriations, net voting or revolving funds.

2.2 Planning Context

Key Challenges

We provide services in environments that are constantly changing. Increased client expectations and demand, more competition for financial resources, enhanced security

requirements, and escalating demand for qualified workers are putting pressure on our service delivery capabilities. The following challenges are particularly pressing:

- **Maintaining program integrity:** The growth in the federal government's workforce over the last two years has increased the demand for our services. As we strive to meet the growing needs of government and the rising expectations of clients, our capacity is being challenged. In the systems area, new capital investment is needed to upgrade or replace systems. Pay and pension systems are founded on inflexible technologies that are 20 to 30 years old; their high maintenance costs and a shortage of electronic interfaces with other departmental administrative systems complicate our efforts to meet growing client demand.
- **Sustaining our workforce:** The expertise and professionalism of our employees are crucial in meeting client and government needs. Our pool of talent is perhaps the most multi-skilled in government and a significant percentage of our employees will be eligible for retirement over the next five (13%) to ten years (36%). Our effectiveness in finding and keeping the right people will continue to be critical for the department. Priority will be given to the management of change in this period of transition, to the effective management of our workforce, the provision of enhanced learning and development activities, and addressing work-life balance, which our employees have told us through the Public Service Employee Survey is still a concern.

Transforming our Business

Our department is at an important crossroads. Although we have improved client service over the past decade, clients are asking for services that better respond to their needs. Our future relevance therefore depends more and more on our ability to provide the value added services requested by clients. We intend to improve access to our services and increase our responsiveness to both federal clients and Canadians in the most efficient manner. In order to provide seamless and client-focused services, we have established a new service delivery structure for PWGSC.

Pivotal to our new organizational structure is an effective Operations Branch, which will provide integrated one-stop shopping for clients to meet their accommodation, real property, procurement, telecommunications and informatics needs. The Operations Branch will also work closely with the Translation Bureau and Consulting and Audit Canada to coordinate service delivery, where required.

The Acquisition Program Branch, Telecommunications and Informatics Program Branch, and Real Property Program Branch will support the work of the Operations Branch by providing functional direction and by building greater capacity in program policy and business development. These three branches will also work with Treasury Board to

ensure that policy frameworks for service delivery are modern, responsive and relevant to client requirements, and reflect world class best practices.

In addition, we have created an Accounting, Banking and Compensation Branch, which will focus on compensation and receiver general program management for—and client service delivery to—the whole of government. We have integrated a number of corporate and executive service activities into a new Corporate Policy and Infrastructure Branch. Our Communications and Human Resources Branches remain unaffected by the reorganization, but both will play enhanced leadership roles in support of our realignment.

A new organizational structure and departmental planned spending chart can be found in Section V.

2.3 Supporting Government Priorities

We will continue to look beyond our immediate departmental challenges to provide high quality contributions to government priorities. Areas of particular focus during the planning period are:

- **Government On-Line (GOL):** We are leading the development of an infrastructure to facilitate electronic service delivery across government. Initiatives include the Common Secure Infrastructure, the Government of Canada Marketplace, Web Content Management for Gateways and Clusters, the GOL Procurement Office, and Electronic Payments. These initiatives will make our services more economic, transparent and accessible; they will also enhance our position as the electronic(e)-government expert.
- **Sustainable Development:** With the increased focus on climate change, we are committed to further greening of our operations not only through our roles as custodian and provider of facilities to federal departments, but also as a common service agent. Our intention is to be at the leading edge of sustainable development practices and to become the government's greening expert.
- **Good Neighbour Policy:** Our extensive real property portfolio in communities across the country gives us an opportunity to contribute to the quality of life of Canadians. By taking into account the priorities and concerns of local communities in our decision-making, and placing greater emphasis on broad government objectives such as sustainable development and heritage conservation, we can derive greater benefits for Canadians through the management of our real property assets.
- **Modern Comptrollership:** We have completed a review of our departmental management practices with the aid of Treasury Board Secretariat Modern

Comptrollership tools and guidelines. Our aim has been to ensure that the way we manage our activities reflect the values of transparency, accountability, prudent stewardship of public funds and sound risk management.

- **Collaborative Relations:** We have made significant contributions to the government's domestic and international agendas over the years, and we will continue to enhance our collaborative efforts in these areas. We will have to continue to build upon a strong federal-provincial-territorial knowledge-sharing program through which we can exchange information, learn from one another's experiences, and form partnerships and joint ventures that will benefit Canadians. For example, we work in close partnership with the provinces, territories and municipalities to help preserve Canadian culture and heritage and sustainable development. Such collaborative efforts enhance community identity, organizational distinctiveness and collective pride.

We have also extended our federal-provincial-territorial experience to the international arena by developing an International Cooperation Program (ICP). This program supports Canada's foreign policy and developmental objectives through the sharing of knowledge, experiences and best practices. For example, we are recognized as being number one in the world for our e-government practices and our advice is being sought internationally. Also, in keeping with the objectives of the ICP, a meeting of similar service organizations is being planned in order to share information and best practices on common issues such as information technology, human resources, procurement and integrated service delivery. The ICP activities and our intergovernmental cooperation will maintain our position as leaders in service delivery.

Additional information on Sustainable Development, Government On-Line and Modern Comptrollership can be found in Section IV.

Section III - Plans and Priorities

This section sets out the planning details for each of our business lines. It presents the business line's objectives, planned spending, planning context and key commitments. All result statements have been approved by the Treasury Board in the context of the department's Planning, Reporting, and Accountability Structure.

Real Property Services

<http://www.pwgsc.gc.ca/rps/>

Objective

To provide our clients with a full range of real property services, as well as strategic and expert advice, that supports the Government of Canada in the delivery of programs for Canadians.

Description

- Provides productive work environments for about 190,000 federal employees in approximately 100 departments and agencies, and manages an inventory of six million square metres of space in some 2,500 locations throughout Canada.
- Provides real property leadership and stewardship as the custodian of federal office and common-use facilities, various engineered public works (for example, bridges and dams), and national treasures, such as the Parliamentary Precinct and other heritage assets across Canada.
- Provides sound environmental management through sustainable development practices in our operations as custodian of federal office and common-use facilities, in our services to federal departments and agencies and in our own internal operations.
- Provides strategic and expert advice, professional and technical services (including architecture, engineering, construction, real estate, and asset and facilities management) to other departments and agencies. The services function also encompasses the administration, on behalf of the federal government, of Payments-in-Lieu of Taxes and the Real Property Disposition Revolving Fund, which facilitates the disposal of properties surplus to government requirements.

Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE				
▪ Operating, Capital and Statutory Votes				
Gross Expenditures	2,214.8	2,081.5	2,056.9	2,040.9
Less: Respendable revenue	377.9	260.1	260.0	256.9
FEDERAL ACCOMMODATION AND HOLDINGS TOTAL	1,837.0	1,821.3	1,796.8	1,784.0
SERVICES SERVICE LINE				
▪ Real Property Services Revolving Fund				
Gross Expenditures	783.0	863.0	867.2	871.5
Less: Respendable revenue	783.0	863.0	867.2	871.5
Net Resources (Provided) Used	--	--	--	--
▪ Real Property Disposition Revolving Fund				
Gross Expenditures	3.8	3.8	3.8	3.8
Less: Respendable revenue	20.4	20.4	20.4	20.4
Net Resources (Provided) Used	(16.6)	(16.6)	(16.6)	(16.6)
SERVICES TOTAL	(16.6)	(16.6)	(16.6)	(16.6)
BUSINESS LINE TOTAL	1,820.3	1,804.7	1,780.2	1,767.3
<small>Totals may not add up due to rounding.</small>				
FULL TIME EQUIVALENTS	4,858	4,850	4,852	4,852

Spending Trend: The spending levels in the Federal Accommodation and Holdings Service Line and in the Services Service Line are expected to be relatively stable over the planning period.

Planning Context

Real Property Services (RPS) provides integrated and innovative solutions that support government commitments. We add considerable value to government, and therefore to Canadians, through our real property portfolio by strengthening the federal presence across Canada, preserving our country's heritage through built works, providing leadership in sustainable development, and promoting accessibility for persons with disabilities. We conduct all of these and our other activities while respecting the prudence, probity and transparent business practices Canadians expect from the public service.

Over the planning period, we will face significant challenges as our clients' needs for modern infrastructure continue to grow. These risks and challenges have been further compounded by the September 11th terror attacks, which prompted, among other things, an increased level of physical security for government facilities and urgent requirements for additional workspace from clients with national-security functions.

Many clients have expressed a preference for 'single window' access to departmental services. An integrated service delivery approach will allow clients access to all our products and services through a single interface. Movement in this direction will require us to reorient our business processes, restructure our organization, and strengthen both internal and external departmental links. This transformation must be seamless to our clients.

We also face the continuing challenges of improving service delivery, human resources management, and renewing our inventory and information management and technology (IM/IT) infrastructure. Our clients are seeking improved timeliness in the delivery of our services and products. Seventy-seven percent of our permanent employees currently are over 40 years old and eligible for retirement in the next five to ten years. Our business line continues to face difficult choices due to growing capital requirements—our inventory is aging and becoming less useful to our clients because we continue to extend assets beyond their planned service life. Upgrading telecommunications cabling in our buildings to utilize current and emerging technologies, and updating our own IM/IT systems, will require significant investment.

Key Commitments

To address these challenges and risks, we are undertaking several initiatives to improve service delivery timeliness and strengthen capacity. These initiatives focus on:

- **Improved Stewardship of Federal Real Property:** We will continue to provide safe, secure and healthy workplaces that enable government departments and agencies to deliver programs and services to Canadians. We will continue to safeguard our national treasures such as the Parliamentary Precinct.
- **Enhanced Value to Clients:** We will implement a framework to ensure projects are delivered on time and within budget and with increasingly high standards of quality. Timely service delivery is crucial to our performance as an innovative and responsive solutions provider, as is the delivery of services that are seamless and integrated.
- **Expanded Public Policy Role:** We will continue to seek opportunities to contribute to public policy development and program design in areas such as the environment, sustainable development, urban strategy and healthy communities. We will also participate in real property policy reform together with Treasury

Board Secretariat and other stakeholders, including international partners, and provincial, territorial and municipal governments.

- **Strengthened Capacity:** We need to enhance our capacity to deliver the broad range of real property services our clients expect. To do this, we will improve both the capabilities of our staff and the manner in which we work. The Real Property Services human resources strategy will address employee issues such as attraction, retention and training, as well as building a workforce that is both representative and supportive.

Strengthening capacity also requires us to improve our internal business processes, modernize our investment management framework, enhance asset and facilities management with our private and public sector partners, and continue to refine our financial and budgetary mechanisms. These initiatives will help address the issues raised by the Auditor General and ensure that Canadians receive the best value for federal office accommodation. We will use alternative forms of delivery (AFD) wherever the private sector can help us efficiently meet client demand. Finally, we are continuing to improve our planning and performance-measurement framework.

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Responsible stewardship of assets and maintenance of their value on behalf of Canadians.	Utilize real property management frameworks. Provide property and facilities management services. Continue to assess the value of alternative forms of delivery (AFD) in key areas such as cost effectiveness, client satisfaction and asset integrity. Identify, research, develop and demonstrate innovative approaches, tools and technologies. Adopt an effective life-cycle approach to the management of our assets.	Funded within budget and through leveraging of resources with our strategic partners.	Accommodation usage: Ensure that costs per rentable m ² , costs per person, and rentable m ² per person compare favourably to external benchmarks. Vacancy rates: Maintain national rates at or below four percent, and/or that compare favourably to external benchmarks. Capital reinvestment: Ensure the actual recapitalization rate in 2003-04 is equal to the funded recapitalization rate of 3.25 percent for 2002-03. Progress against sustainable development (SD) objectives: Ensure that no less than 90 percent of our current SD objectives are achieved by 2004-05. AFD performance: Establish benchmarks in the areas of cost effectiveness,

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
			client satisfaction and asset integrity.
Delivery of services on time and within budget to agreed levels of scope and quality.	Provide project delivery. Ensure quality assurance. Manage contracts. Implement operational and project level risk management. Deliver innovative, cost effective solutions.	Funded within budget.	Project efficiency: Improve the number of major projects completed on time and within budget in 2004-05 by 10 percent over 2002-03 levels.
A high level of customer satisfaction with those service delivery aspects important to our clients.	Develop client profiles and strategies. Sign Memoranda of Understanding and management agreements. Assess client and tenant satisfaction.	Funded within budget.	Client satisfaction results: Improve overall client satisfaction throughout the planning period by 10 percent over 2000-01 levels. Tenant satisfaction results: Establish a baseline for measuring levels of satisfaction with property management services for all PWGSC managed buildings. Improve upon the baselines by 10 percent over the planning period.
Recognition for our positive, proactive contribution to government policy and program priorities.	Initiate, influence and promote real-property considerations in policy development and program design in such areas as: - cities and communities; - environment and climate change; - sustainable development; and - Good Neighbour Policy. Contribute to the modernization of federal real property policy.	Funded within budget.	Recognition of value added: Increased recognition and demand for RPS advice in the development of public policy and program design. Influence: Increased consideration of real property implications in federal policy and program design proposals—for example, Memoranda to Cabinet.
Effective planning, management and reporting of financial resources.	Manage the Real Property Services and Disposition revolving funds. Manage funds appropriated from the Federal Accommodations and Holdings Service Line (FAHSL). - Annual Reference Level Update (ARLU).	Funded within budget.	Budget management: Meet performance targets approved in the ARLU submissions for the Real Property Services and Real Property Disposition revolving funds. Achieve FAHSL operating and capital year-end actuals to within two percent of

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	<ul style="list-style-type: none"> - Budget allocation. - In-year funding adjustments. 		budget in accordance with approved practices.
A diverse, competent and motivated workforce.	Develop a human-resources strategy to ensure the future of Real Property Services.	Funded within budget.	Our people: Attain a minimum of 90 percent achievement of targets, including training, recruitment, employment equity and official languages, by 2004-05.

Supply Operations Service

<http://www.pwgsc.gc.ca/sos/>

Objective

To provide government with expertise in procurement and related common services, as well as in asset disposal services.

Description

- Acquires goods and services on behalf of the federal government.
- Manages the supply process by providing clients with requirements definition, bid solicitation and evaluation, contract negotiation and administration.
- Manages all procurement-related aspects of major projects (over \$100 million).
- Provides to client departments specialized services such as marine inspection and technical services, industrial security and personal security screening services, management of seized property, travel management, consensus standards and conformity assessment services.
- Provides asset-disposal services for client departments.

Planned Spending				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
▪ Operating and Statutory Votes				
Gross Expenditures	166.1	155.9	152.2	151.8
Less: Respendable revenue	42.0	28.3	28.3	28.3
Net Expenditures	124.1	127.6	123.9	123.5
▪ Optional Services Revolving Fund				
Gross Expenditures	116.3	119.0	110.4	110.4
Less: Respendable revenue	116.4	119.1	110.5	110.5
Net Resources (Provided) Used	(0.1)	(0.1)	(0.1)	(0.1)
BUSINESS LINE TOTAL	124.0	127.5	123.8	123.3
<small>Totals may not add up due to rounding.</small>				
FULL TIME EQUIVALENTS	1,780	1,780	1,780	1,780

Spending Trend: Over the planning period, it is expected that the planned spending levels will remain relatively constant.

Planning Context

A heightened need to reassure Canadians of our process integrity, larger business volumes, expanded client expectations for technological advances and solutions, and ever-changing demographics continue to increase pressures on our resources and are crucial to planning.

Supply Operations Service (SOS) has developed and refined policies and procedures that maintain a focus on integrity and the openness and transparency of departmental operations. We also address Canadian International Trade Tribunal (CITT) complaints and respond to the increased scrutiny on our procurement process by Parliament, the Auditor General and the media.

Higher volumes of business and the increasing complexity of our work continue to challenge our organization. Such issues are particularly important when the scope of our activities is considered: in 2001-02 we administered over 60,000 contractual transactions for a total value of \$10.4 billion. Over the past six years business volumes have grown by 30 percent, while resources have remained static.

Client department demands for technological innovation have also become more prevalent, and require a refocus of energy and resources to deliver necessary tools and services. To meet these demands, SOS has become leader of the Electronic Supply Chain (ESC), an initiative for supply business transformation that is a Government On-Line (GOL) priority. The Government of Canada (GoC) Marketplace is a key part of the ESC initiative. The initiative will facilitate the exchange of goods and services between suppliers and government buyers, and provide for procurement management, purchasing and payment processes within an efficient and secure electronic environment. To ensure existing services are renewed, and that new services are implemented with appropriate technology, an innovative vision of our future business role and the changing needs of stakeholders is required. More importantly, sufficient resources must be directed—both departmentally and from the government—to transform this vision into reality.

In addition to the above pressures, fifty-one percent of SOS employees will be eligible for retirement within the next 10 years. To offset this anticipated loss of expertise, we will focus actively on staff recruitment and development. We will rely on external university recruitment campaigns to refresh our organization, and on training and development efforts to enhance the skills of our current staff.

Key Commitments

We will support the agenda of the government and our obligations to Canadians by providing expertise and leadership in procurement and related services to other government departments. To accomplish this, we will focus on the following areas:

- Cost-effective Procurement:** We will pursue initiatives that further the cost-effective delivery of procurement and related services by streamlining or modifying various procurement elements. We will remain attuned to the needs of both clients and Canadians by fostering cooperative interdepartmental relationships through the Contracts Canada program. We will also strive to enhance relationships with other levels of government and other nations by participating in discussions on procurement-related elements of trade agreements and by continuing to share our expertise in procurement with representatives from other governments.
- Effective Service Delivery:** We will continue to provide strategic advice and value-added procurement and related services to client departments. To ensure these services remain relevant and functional, we will carry out an internal review of our procurement practices and procedures, and actively participate in the Procurement Reform Initiative. We will continue to develop the Travel Modernization Initiative in collaboration with Treasury Board to provide better service delivery for government-wide travel, and will help facilitate electronic government through the Electronic Supply Chain program.
- Dynamic People:** We will continue to implement human resources management strategies that ensure we maintain our procurement expertise in years to come. This will be accomplished through external recruitment plans and effective trainee programs.

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Cost-effective delivery of procurement and related services.	<p>Promote and enhance the Federal, Provincial and Territorial Group Purchasing Program for Drugs and Vaccines by issuing contracts that protect and preserve the health of Canadians.</p> <p>Streamline procurement, rationalize aerospace and defence contracting, and share risks through performance based procurement, pre-qualification, long term system support contracts, and other novel approaches.</p>	Funded within budget.	<p>Cost: Per \$100 business volume.</p> <p>Feedback: Results from Client.</p> <p>Procurement ratio: competitive versus non-competitive procurement ratio.</p> <p>Percent of contracts awarded to Aboriginal business.</p> <p>Ratio of small versus large contracts.</p>

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	<p>Provide an efficient environment in which clients can purchase goods and services by evolving the Electronic Supply Chain (ESC) Project.</p> <p>Study and renew elements of existing infrastructure.</p> <p>Strengthen modern comptrollership, with a particular emphasis on sound risk management practices in administration of the procurement process.</p> <p>Demonstrate a strong leadership role in the Treasury Board Secretariat led interdepartmental Procurement Reform Initiative and continue comprehensive internal review of PWGSC procurement practices and procedures.</p> <p>Develop and implement Government Electronic Tendering Service (GETS), Version III.</p> <p>Raise policy concerns and awareness of the impact that Canadian International Trade Tribunal (CITT) decisions are having on the 'operationalization' of the procurement process.</p> <p>Strengthen collaborative relationships by engaging partners in initiatives of shared interest.</p> <p>Actively participate in the Interdepartmental Working Group on Government Procurement and Government of Canada delegations</p>	<p>\$3.5M</p>	<p>Improved Tools for Clients: Deliver according to the Government of Canada Marketplace Project.</p> <p>Integrate the most frequently purchased goods and services required by clients.</p> <p>Improved Tools for Employees: Continue development of the Automated Buyer Environment.</p> <p>Manage Risk: Implement Branch Integrated Risk Management approach.</p> <p>Procurement Reform: Implement changes in at least three identified areas of deficiency by December 2003.</p> <p>Electronic Tendering: Implement GETS by June 2004.</p> <p>Influence: Increased awareness of the impact of CITT decisions on the procurement process.</p> <p>Partnerships: Increased number of new partners and departments that adopt Supplier Registration on the Internet.</p> <p>Trade agreements: with the FTAA, CA-4, and Singapore; help achieve desired procurement amendments in existing international agreement.</p> <p>International Relations: Establish relations with</p>

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	Exchange knowledge and best practices, through the PWGSC International Cooperation Initiative, with like organizations in the US, UK and Australia.		foreign government common service organizations; information and staff exchanges; joint projects and programs. Support: Canadian participation in the US Joint Strike Fighter Program and in the US reform of the Foreign Military Sales Program.
Effective delivery of specialized services such as traffic management, Canadian and international industrial security services, and seized property.	Continue the evolution of the Travel Modernization Initiative.	Funded within budget.	Improved Services: Implement solution in all departments by April 1, 2005. Travel Expense Management Service: Work with Treasury Board and hold a pilot from April 2003 to March 2004.
Modernized and strengthened human resources management.	Implement human resources management strategies to ensure a sustainable workforce, and current and future resource capacity of the organization.	Funded within budget.	Recruitment: Continue implementation of external recruitment plan. Training: Manage the Intern Officer trainee program. Equitable representation: Recruit 20% of intern officers from visible minorities, aboriginal and disabled communities.

Receiver General

<http://www.pwgsc.gc.ca/recgen/>

Objective

To manage the operations of the federal treasury, including the issue of Receiver General payments for major government programs; to prepare the Public Accounts and to produce the government's monthly financial statements.

Description

- Manages the operations of the federal treasury and supports the provision of funds to Canadians, including the issue of Receiver General payments for major government programs.
- Administers receipt, transfer, holding, disbursement, reconciliation and monitoring of public money.
- Maintains the Accounts of Canada, prepares the Public Accounts and produces the government's monthly financial statements.

Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
▪ Operating and Statutory Votes				
Gross Expenditures	122.5	123.3	123.4	123.6
Less: Respendable revenue	20.3	18.6	18.7	19.0
BUSINESS LINE TOTAL	102.1	104.6	104.6	104.6

Totals may not add up due to rounding.

FULL TIME EQUIVALENTS	443	490	490	490
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Spending Trend: Spending levels are expected to remain steady over the planning period.

Planning Context

To operate in a complex, technology-driven and highly integrated environment, the Receiver General (RG) must rely on electronic systems to interact with other departments and agencies, and with financial institutions. While there are significant pressures for change, there is little tolerance for error, and the accuracy and timeliness of services are crucial. Given the need to maintain the integrity of the government's financial transactions and to protect against the threat of fraud, security is an especially sensitive

issue. Continuity of operations, particularly payment operations in the event of a disaster, is essential because of the direct impact on the Canadian public.

In addition, government-wide initiatives—including Government On-Line and a growing involvement in global programs—will increase the demand for more on-line services.

Key Commitments

We aim to provide an efficient revenue and payment infrastructure by introducing efficiencies that lead to better service for Canadians, and lower administrative costs for government. We are committed to providing Parliament and the Canadian public with the highest quality financial information on public service spending and revenues. Our expertise also facilitates the introduction of innovative new services to support Government On-Line initiatives. In support of these commitments and in response to the challenges previously described, we have identified the following areas of focus:

- **Improved Treasury Services:** We will continue to increase efficiency and levels of service through initiatives such as joint federal-provincial-territorial payments and electronic revenue collection. As well, we are establishing improved options for those individuals making government payments, with particular emphasis on electronic services. To facilitate web based credit card payments for government goods and services, a Receiver General ‘Buy Button’ has been implemented. In response to public demand, a strategy is being developed to expand this service to include other on-line payment methods.
- **Enhanced Central Accounting Services:** We will continue implementation of the Financial Information Strategy (FIS) in support of the government’s Modern Comptrollership Initiative. Canada is recognized as a leader in the preparation of Consolidated Financial Statements; we will continue our efforts to retain this status.
- **Skilled and Knowledgeable Workforce:** We will retain a workforce that has the skills and knowledge required to enhance our service delivery, and that is representative of Canadian diversity. We will achieve these workforce objectives through participation in the government-wide Financial Officer Recruitment and Development Program (FORD) and the Administrative Services External Recruitment Program.

SECTION III - PLANS AND PRIORITIES

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Effective management of federal treasury operations and Receiver General payments for government programs.	<p>Enhance electronic revenue collection and payment services for Canadians living abroad and individuals doing business with Canada.</p> <p>Improve public and government access to on-line revenue collection and payment services.</p> <p>Manage all payments out of the Consolidated Revenue Fund.</p>	<p>\$1.0M</p> <p>\$1.0M</p> <p>\$80M</p>	<p>Accessibility: Implement new cheque issue service by March 2004.</p> <p>Efficiency: Reduce costs to recipients for cashing Receiver General cheques outside Canada.</p> <p>Accessibility: Develop a strategy for the introduction of new on-line payment options by September 2003.</p> <p>Timeliness and accuracy: Process all payments in a timely and error-free manner.</p>
Effective maintenance of Canada's Accounts, and preparation of the Public Accounts.	<p>Prepare the Annual Public Accounts.</p> <p>Produce the Monthly Statement of Financial Operations.</p>	<p>Funded within budget.</p> <p>Funded within budget.</p>	<p>Timeliness: Meet the schedule established by the Department of Finance and Treasury Board all of the time.</p> <p>Timeliness: Meet or surpass deadlines established by the Department of Finance all of the time.</p>
Skilled and knowledgeable workforce.	<p>Participate in the Financial Officer Recruitment & Development Program (FORD).</p> <p>Ensure access to training for all employees</p>	<p>Funded within budget.</p>	<p>Equitable representation: Minimum of 80 percent of recruits to be visible minorities.</p> <p>Training: Minimum of three days per employee per year.</p>

Public Service Compensation

<http://www.pwgsc.gc.ca/compensation/>

Objective

To provide payroll, benefits and pension plan administration services for departments.

Description

- Administers payroll, pension and health/disability insurance processes for public service employees and pensioners.
- Provides pension services to the Department of National Defence.

	Planned Spending			
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
	<i>(in millions of dollars)</i>			
▪ Operating and Statutory Votes				
Gross Expenditures	78.3	63.7	54.3	46.3
Less: Respendable revenue	45.2	32.2	31.5	23.6
BUSINESS LINE TOTAL	33.1	31.5	22.8	22.8
FULL TIME EQUIVALENTS	817	793	761	761

Totals may not add up due to rounding.

Spending Trend: The funding decrease after 2003-04 is due to the termination of temporary (projects) funding in 2002-03 and 2003-04.

Planning Context

Traditionally, the client base of Public Service Compensation (PSC) has been compensation advisors and pensioners. In recent years, this client base has broadened to include employees, managers and human resources management. Public service reform and Government On-Line (GOL) initiatives have produced increased client expectations, particularly in the area of access to a wider range of services through technology and modern business processes.

We continue to face both service and funding pressures. Complex collective agreements, unique requirements of separate employers, and sophisticated policy and legislative-based employer initiatives require extensive programming that is costly to develop. Additionally, a growing number of employees are demanding web access to compensation data and services 24 hours a day, 7 days a week. Infusion of supplementary

funds on an ongoing basis is essential if we are to meet these growing service requirements.

We also face the challenge of outdated technology. We must take steps to renew our 30-year-old systems and deliver modern compensation services. Accordingly, we will strive to obtain approval for necessary upgrades for pension and pay modernization projects.

Operations and support services for current pay and pension administration systems rely on key personnel who will be eligible for retirement in the near future. Additionally, compensation modernization activities will require expensive functional and subject-matter expertise—expertise that could be hard to obtain. However, the government initiative to reform the management of human resources gives us an opportunity to address the challenges of changing workforce demographics. Such reform also allows for more modern and flexible methods of recruiting and retaining knowledgeable staff.

Key Commitments

We aim to provide effective management of payroll, benefits and pension systems. To achieve this while managing the challenges described thus far, we will focus on the following:

- **Effective Management of Pay, Benefits and Pension Systems:** We will deliver stable and reliable compensation services through the development and enhancement of our systems. These improvements will ensure that our services continue to respond to—and reflect—the policies and collective agreements negotiated by public-service employers, as well as the legislative changes and policy initiatives of the federal, provincial and territorial governments. We will deliver cost-effective, accurate and timely services in partnership with our clients and stakeholders.
- **Enhanced Value to Clients:** We will support our clients with automation and centralized processing to ensure continued timely implementation of new and increasingly complex collective agreements. We will develop innovative web and other services to allow clients—including departments, employees and pensioners—access to data through self-service applications. We will increase efforts to accommodate clients through enhancement of the pay-system interface to departmental human resources systems.
- **Skilled and Knowledgeable Workforce:** We will approach the government’s initiative to reform the management of human resources as an opportunity to address the challenges of changing workforce demographics. It is crucial that we develop and retain skilled employees. The human resources initiative will allow for more modern and flexible methods of recruiting and retaining knowledgeable staff. We will continue to recruit new compensation staff through the

post-secondary recruitment program, and we will enhance employee development through assignments.

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Effective management of payroll benefits and pension systems.	<p>Reliability of systems—processing payments in the right amounts and on time, while ensuring accurate remittance and collection of taxes, contributions and other deductions.</p> <p>Timely implementation of legislative requirements, collective agreement provisions and other major policy changes.</p> <p>Implement a pay system Master File Expansion.</p>	<p>Funded within budget.</p> <p>Funded within budget.</p> <p>\$3.6M</p>	<p>Availability of systems: Process 100 percent of payroll runs without technical disruptions that affect timeliness of payments and database updates.</p> <p>System response time: Meet or exceed the industry standard of system response time of .6 seconds.</p> <p>Accuracy: Maintain 100 percent accurate collection and remittance of deductions according to established time frames.</p> <p>Timeliness of changes: Implement legislative, policy and collective agreement provisions within established time frames (generally 90 days).</p> <p>Implement the new Master File by April 1, 2004.</p>
Enhanced value to clients.	Improve Compensation Services through continued automation of business processes and provision of self-service.	<p>\$600K</p> <p>\$650K</p>	<p>Web self-service: Access to Employee Benefit Statement targeted for completion by 2002-03 has been postponed to 2003-04 due to delays in implementing the Government of Canada security infrastructure (PKI).</p> <p>Access to pay calculators for employees to help them make financial decisions and voluntary deductions from pay is targeted for completion in 2003-04.</p>

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	Streamline the current pay system interface process with departmental human resources systems.	Funded within budget.	Full access to e-training for compensation advisors is targeted for 2003-04. Integration: Develop an electronic interface between the centralized pay system and the <i>PeopleSoft</i> HR systems in 2003-04.
Build and ensure human-resource capacity.	Continue with the recruitment of new compensation staff through the Post-Secondary Recruitment Program targeted to attract visible minorities. Design an apprenticeship program to retain existing employees. Ensure all employees have a learning plan.	\$552K	Recruit, develop and retain personnel: Appoint seven recruits in indeterminate positions in 2003-04 on completion of their development period; and six recruits on assignment as part of the 24-month program. Equitable representation: Ensure one in five new hires are in the visible minority group. Update the demographic analysis and design the Apprenticeship Program for years 2004-05 to 2006-07. Learning: Increase from 97 to 100 percent the number of employees who have a learning plan, and the average number of training days per employee from 1.8 to three.

Telecommunications and Informatics Common Services

<http://www.pwgsc.gc.ca/gtis/>

Objective

To provide electronic government infrastructure and professional services to support government operations and enable the renewal and delivery of government programs and services.

Description

- Provides information management and technology services as well as telecommunications services including data centre operations, electronic networks, web site hosting, satellite services, electronic messaging infrastructure and directories, upon request, to all federal departments and agencies.
- Manages, in conjunction with Treasury Board Secretariat, Chief Information Officer and departments, the development and delivery of a government-wide electronic infrastructure for on-line access to government information and services.
- Provides leadership in supporting government-wide initiatives to solve fundamental information management and technology issues, such as development of common telecommunications and informatics infrastructure and renewal of information management and technology professionals.
- Supports government-wide information management and technology knowledge transfer, community learning, and the sharing of reusable software.
- Offers the following types of services to departments and agencies: strategic advisory services, common infrastructure management services, telecommunications services, network and computer operational services, applications development and management services, and professional training and education services.

Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
▪ Operating and Statutory Votes				
Gross Expenditures	144.2	107.9	33.6	33.7
Less: Respendable revenue	40.2	28.4	28.4	28.4
Net Expenditures	104.0	79.4	5.2	5.2
▪ Telecommunications and Informatics Common Services Revolving Fund				
Gross Expenditures	107.6	113.6	123.5	123.5
Less: Respendable revenue	107.6	113.6	123.5	123.5
Net Resources (Provided) Used	--	--	--	--
BUSINESS LINE TOTAL	104.0	79.4	5.2	5.2
<small>Totals may not add up due to rounding.</small>				
FULL TIME EQUIVALENTS	310	266	255	255

Spending Trend: The spending levels will drop significantly in 2004-05 as Government On-Line (GOL) projects and funding should be completed by 2005.

Planning Context

Telecommunications and Informatics Common Services (TICS) delivers shared electronic infrastructure, such as the Secure Channel, through partnership arrangements with Treasury Board Secretariat/Chief Information Officer Branch (TBS/CIIOB). We also provide information management and technology business solutions to departments on an optional basis. Some of our larger client departments—those with information management and technology sections—and telecommunications management organizations prefer to manage and control their operations directly. We must therefore tailor our solutions (e.g., network services) to meet the needs of these departments and organizations in order to further develop our business relationships. By offering a wide range of integrated services and solutions, we also have an opportunity to position ourselves as the service provider of choice to small and medium sized departments and agencies. This enables them to focus on their core businesses and expertise.

New funding for Government On-Line (GOL) has been reserved for developing common electronic infrastructure, such as the Secure Channel, which we are delivering in partnership with TBS/CIIOB. However, funding less than required was provided to develop applications to run on the infrastructure. As a result, a number of key electronic government (e-Government) initiatives (e.g., an electronic directory of programs and

services) are not moving forward as planned. There is also a constant requirement to balance the need for reliability and stability, with the need to demonstrate leading edge expertise and currency of technology. These diverse needs must be managed in an environment with limited financial resources to invest in refreshing and updating technology.

As client demands increase and demographics shift, it will be an increasing challenge to attract and retain employees with appropriate technical and professional skills. Many management and senior professionals are eligible for retirement during the next five years. Other departments face the same staffing pressures and will be competing with us for these skilled personnel. At the same time, we must support the government's commitment to create a fair, inclusive, bilingual, representative and supportive work environment that focuses on leadership, learning, change management, employment equity and improved union relations. We must also help to build a more cohesive community of information-management and technology professionals across the public service.

Key risks include:

- Rapidly increasing client expectations and needs in an environment of tight resources across government puts pressure on client satisfaction, confidence and loyalty.
- Constantly evolving information technology requirements create tension between the need for reliability and stability, and the pressure from clients to demonstrate leading edge expertise and ensure currency of technology based solutions.
- Increasingly complex systems and greater connectivity lead to rapidly growing security challenges, with the attendant risks of service disruption and loss of trust.
- Progressively higher anticipated attrition rates among senior staff, together with a shortage of certain professional and managerial skills, will make it difficult to maintain current service levels during the medium and long term.

Key Commitments

As the strategic implementer of secure and reliable government-wide electronic infrastructure, which will support government operations to renew program and service delivery and enable Canadians to interact with government on-line, we will achieve results for Canadians in the following areas:

- **Effective Service Delivery:** We will provide secure and reliable electronic government infrastructure services, which enable access to government information, transactions, programs, and services, such as community learning and software sharing.

- **Cost-effective Telecommunications Solutions:** We will facilitate efficient and effective delivery of programs through cost-effective telecommunications solutions for departments and agencies. These solutions are provided by the private sector, offered on an optional basis to clients, and are competitive with alternative sources of supply.
- **Enhanced Information Management and Technology (IM/IT) Services:** We will support the program and service delivery of departments and agencies through innovative IM/IT services.

We will focus on demonstrating value for money to Canadians and advancing Government On-Line projects to help make services more economic, transparent and accessible, and position ourselves as the government's expert in e-government.

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Electronic government infrastructure services that enable access to government programs, services, information, and secure transactions.	Manage, support, and act as the technical authority for the Secure Channel project to ensure privacy, confidentiality and security for Canadians in their dealings with government.	\$12.1M*	Secure Channel: Develop an operational model and establish a service management strategy in collaboration with CIOB by 4th quarter 2003-04.
	Complete migration of Government Enterprise Network clients to the new Secure Channel Network.	TBD	Migration: Complete by 4th quarter 2003-04.
	Lead strategic projects such as Public Key Infrastructure (PKI) and electronic directories on behalf of the government.	\$1.3M	Progress: Measure against approved electronic infrastructure strategic project plans.
	Provide university and college accredited IM/IT courses and seminars to government workers to deliver the e-government vision		Training: Measure enrolment in IM/IT courses and seminars at 1,500 seats filled, serving 30 departments.
	(For more details on PWGSC's GOL initiatives, see Section IV)		

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Innovative telecommunications services provided to federal departments and agencies.	<p>Develop new and/or innovative telecommunications solutions through alignment with evolving technologies, supply alternatives and client requirements.</p> <p>Provide competitively priced business solutions based on client needs.</p> <p>Recover full costs of services provided and achieve a break even position.</p>	\$113.6M	<p>New and/or innovative technical solutions: Establish 6 major requests for proposal to competitively procure solutions that meet departmental needs.</p> <p>Clients: Retain existing customer base in an optional service environment. Target: 95% repeat business of current base.</p> <p>Sound management: Achieve break-even financial position for telecommunications revolving fund.</p>
IM/IT infrastructure and services that meet the needs of government departments.	<p>Manage computer and network infrastructure for other departments in supporting their service delivery to Canadians, in areas such as departmental operations, GOL systems, the Canada Site, Publiservice, and critical government administrative applications.</p> <p>Develop network and storage to meet emerging client requirements.</p>	\$28.4M	<p>Availability: Achieve mainframe availability, excluding software test time - target: 99.7%.</p> <p>Intrusion: Avert major systems security threats - target: 100%.</p> <p>Service value and quality: Meet or exceed client expectations as measured by client satisfaction surveys and client retention/growth.</p> <p>Problem solving: Resolve according to standards in service agreements - target: meet standards 90% of time.</p> <p>Infrastructure: Develop "capacity on demand" infrastructure pilots by 4th quarter.</p>
Resourcing strategy that meets changing business needs; leadership capacity to manage change, foster teamwork and create an attractive work environment.	<p>Develop recruitment, retention and learning strategies to address business priorities and human resources management principles.</p> <p>Ensure representative workforce.</p> <p>Support and develop managers and leaders through assignments and formal</p>	Funded within budget.	<p>Develop a workforce strategy.</p> <p>Equitable representation: Ensure workforce profile matches targets (1 in 5 visible minority target).</p> <p>Learning: Develop tools such as the e-Learning Gateway pilot project (# of seats).</p>

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	development programs to ensure employees have the required skills.		<p>Establish learning plans for 90% of employees.</p> <p>Train 80% of employees with an average investment greater than \$1,000 per employee.</p> <p>Development programs: Ensure 90% of candidates are successful in completing the program.</p> <p>Assignment opportunities: Attain 70% of available opportunities filled.</p>

* Not yet fully funded from Government wide GOL initiatives

Consulting and Audit Canada

<http://www.cac.gc.ca/>

Objective

To make a leading contribution, through our staff and the services they provide, to the improvement of public sector management and operations, and to balance the costs of operating Consulting and Audit Canada with the revenues received from charging clients for services.

Description

- Provides, on an optional and fee-for-service basis, consulting and audit services to departments and agencies across Canada and upon request, to foreign governments and international organizations.
- Helps clients provide better service to the public by improving public sector management, operations and administration while meeting the priorities and needs of government.
- Focuses on excellence in client service, sharing of public sector expertise, and areas of particular relevance to the federal government.
- Adapts services to meet the needs of public service managers and the priorities of government.
- Provides services in partnership with the private sector via subcontracting.

Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
▪ Consulting and Audit Canada Revolving Fund				
Gross Expenditures	97.9	98.4	98.4	98.4
Less: Respendable revenue	99.0	99.5	99.5	99.5
BUSINESS LINE TOTAL	(1.1)	(1.1)	(1.1)	(1.1)
<small>Totals may not add up due to rounding.</small>				
FULL TIME EQUIVALENTS	400	400	400	400

Spending Trend: Spending levels are expected to remain stable over the planning years.

Planning Context

Consulting and Audit Canada (CAC) assists government departments and agencies with its knowledge and experience of government operations and priorities acquired through more than 50 years of consulting and audit services to government clients. We deliver value-added services, develop solutions that can be shared across government, and provide management tools and approaches that help departments be effective, efficient, client-responsive and accountable for the delivery of services to Canadians.

We work in partnership with our clients, on a fee-for-service basis, to deliver timely, relevant and cost-effective solutions to their problems. Every year, numerous federal government organizations rely on, and value, our professional expertise. For example, CAC assisted many departments to formulate sustainable development strategies; conducted Emergency Preparedness Canada relief audits; provided federal government managers with the tools to respond to and implement emerging policies in areas such as harassment, dispute resolution and performance management; and also, developed and designed workshops on ethical decision making.

A key challenge for CAC is to continue to adapt to clients' evolving needs and priorities, and thus maintain our relevance to government. The risks of not adapting to clients' needs are loss of business and financial viability.

To maintain the quality and relevance of our services, we must continue to share knowledge and enhance our in-house capacity. Over the next planning period, we face the challenge of recruiting and retaining consultants and auditors who have extensive knowledge of government operations and priorities.

Key Commitments

To address these challenges and risks, we have initiated actions to enhance the quality of our services and increase capacity, and identified the following focus areas:

- **Provide High Quality and Professional Services:** We will assist our clients to improve public sector management and operations by maintaining a high level of involvement in public policy issues, and by participating in workshops and meetings with leading Canadian and international experts. To retain and attract clients, we will monitor our clients' satisfaction and continue to provide quality service and innovative products.
- **Share Public Sector Management Knowledge and Expertise:** We will continue to share our knowledge and expertise in public sector management with

our clients by building meaningful relationships with the private sector and by participating in government-wide projects.

- **Meet Treasury Board Targets:** We will generate a net profit and a positive cash contribution.
- **Achieve a Knowledgeable and Sustainable Workforce:** We will continue to build a responsive, flexible and invigorated staff, and to improve our workplace environment.

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Services that contribute to the improvement of public sector management and operations in Canada and abroad.	Maintain a high level of repeat business and involvement in public policy issues.	Funded within budget.	<p>Growth in business: Two percent increase.</p> <p>Repeat business: 80 percent or higher.</p> <p>Client satisfaction: 85 percent or higher.</p> <p>Number of new or expanded product and service lines.</p>
High quality and professional assurance, accounting, audit and consulting services.	<p>Monitor client satisfaction level through survey.</p> <p>Develop new products and services as required by client departments, and reflect the evolving priorities of government.</p>	Funded within budget.	<p>Client satisfaction: 85 percent or higher.</p> <p>Number of new products and services developed.</p>
Sharing of knowledge and expertise in public sector management.	<p>Augment in-house capacity by working with small and medium-sized enterprises (SMEs).</p> <p>Transfer and share knowledge through participation in government-wide projects and effective use of the Corporate Memory System and Extranet.</p>	Funded within budget.	<p>Contracting: 50 to 60 percent of business with SMEs.</p> <p>Number of horizontal projects: 10</p> <p>50 percent of projects posted to Corporate Memory System.</p>
Meet Treasury Board targets for revolving funds.	<p>Generate a positive cash contribution.</p> <p>Achieve net profit.</p>	Funded within budget.	<p>Sound management: Positive cash contribution over the planning period.</p> <p>Net profit over the planning period.</p>

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
<p>Knowledgeable and sustainable workforce.</p>	<p>Timely replacement of staff as they retire or leave.</p> <p>Mentoring program.</p> <p>Succession planning.</p> <p>Learning activities.</p> <p>Workplace Wellness Survey and action plan.</p>	<p>Funded within budget.</p>	<p>Recruitment: Launch the professional-development program successfully; number of appointments to level.</p> <p>Equitable representation: Meet all employment equity requirements.</p> <p>Mentoring: Number of employees mentored.</p> <p>Retention: Attain ratio of 1:1 of new hires to departures.</p> <p>Training investment: Ensure five training days per employee; 75 percent of employees trained; and 90 percent of employees with learning plans.</p> <p>Wellness: Measure progress against action plan.</p>

Translation Bureau

<http://www.translationbureau.gc.ca/>

Objective

To provide translation, interpretation and terminology services and products in order to support the Government of Canada in its efforts to provide services for and to communicate with Canadians in the official language of their choice. The Bureau contributes to public policy and helps the government respect the spirit and meet the objectives of its official languages policy.

Description

The Translation Bureau (the Bureau) is a policy instrument and a key enabler in helping its government clients respect the spirit and meet the objectives of the official languages policy. It:

- Provides translation, interpretation and terminology services and products for the Parliament of Canada, the Judiciary and federal departments and agencies in both official languages and in other languages, as required;
- Provides, upon request, these services for other governments in Canada and for international organizations;
- Standardizes terminology within the federal government; and
- Balances the costs of operating the Bureau from a combined income made of cost recovery funds and appropriations.

Planned Spending				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
▪ Operating and Statutory Votes				
Gross Expenditures	49.6	49.0	48.9	48.9
Less: Respendable revenue	--	--	--	--
Net Expenditures	49.6	49.0	48.9	48.9
▪ Translation Bureau Revolving Fund				
Gross Expenditures	202.5	192.5	203.9	211.9
Less: Respendable revenue	198.5	189.2	203.9	211.9
Net Resources (Provided) Used	4.0	3.3	--	0.0
BUSINESS LINE TOTAL	53.6	52.3	48.9	48.9
<small>Totals may not add up due to rounding.</small>				
FULL TIME EQUIVALENTS	1,648	1,773	1,833	1,905

Spending Trend: Spending levels are expected to remain steady over the planning period.

Planning Context

To further our departmental mandate, we must consider the strategic imperatives that arise from our roles as a common services agency, an enabler of the government's policies on official languages and multiculturalism, and an agent of public and government interests nationally and internationally. The strategic and operational environment in which we operate presents a major challenge when we must also manage availability of qualified language professionals, higher expectations of clients and inequitable competition.

We are experiencing a steady increase in demand for language services. This increase in demand will likely continue and even expand as methods of communication become progressively more interactive due to the proliferation of on-line communications and multimedia products. However, insufficient numbers of language students are graduating from university to meet this growing demand. In addition, decreased interest in language professions among young people and increased competition for qualified employees are causing us to take a more holistic approach to maintaining our supply of language professionals. Further compounding matters, are growing staff attrition and an aging work force. Development of the Canadian translation industry is essential if this country is not to find itself in a vulnerable position.

Our client base is migrating rapidly toward integrated electronic service delivery channels. The rapid rise of on-line materials has also resulted in greater emphasis being

placed on the currency—and speed of delivery—of information based products and services in both official languages. Under these circumstances, the need for terminology standardization across the federal government is urgent. In addition, the change in Canadian demographics is creating higher demand for translation, interpretation and terminology services in languages other than English and French. This increased demand can also be attributed to the growing use of the Internet to inform and serve Canadians. One emerging field is technolinguistics—the application of technical solutions to language problems, including localization (creation of products adapted to the specific language, culture and technical features of target audiences) of websites and e-government applications.

Our funding model reflects a combination of appropriated funding and cost recovered revenues. Like a number of other cost recovery organizations, the Bureau's pricing structure must reflect the full cost of delivering services to other government department clients. However, because client organizations take in-sourcing decisions regarding their common services needs based on inaccurate cost analysis, overlooking key direct and indirect costs to in-house service delivery, the Bureau's prices appear higher. Therefore, we are at a disadvantage when competing with in-house translating services in client departments. Additionally, most clients' translation budgets were established on the past decade's needs rather than on current requirements. The evolving and cyclical nature of our market and operating environments require us to be highly flexible in both operations and pricing.

Key risks we face include our ability to adapt skills and service delivery models to meet our clients' demands with speed and flexibility. Inequitable competition and unrealistic departmental budgets also represent significant risks.

In addition to the training and development of staff, we will have to keep investing heavily in technology to continue to move toward client-centred electronic delivery of services.

Key Commitments

To meet the aforementioned challenges and to respond effectively to the risks, we have adopted an approach based on sound risk management. This approach will help achieve the following outcomes: quality and cost-effective services and products; standardized, accessible terminology; and an inclusive, modern, motivating and supportive work environment. We have identified the following areas of focus:

- **Improved Service Delivery:** We will align electronic delivery of services with departmental strategy. We will integrate, standardize and improve accessibility of all terminology databases of the Bureau and other federal organizations to both government and to Canadians. We will also expand our technolinguistics unit to help clients manage their websites in innovative ways.

- Strengthened Strategic Relationships:** We will support governmental and departmental electronic services delivery agendas, and assist in developing the Canadian language industry. We will help to develop the interpretation industry both in Canada and the Americas, and participate in the creation of an inter-American interpretation network. We will also create the Federal-Provincial-Territorial Terminology Council.
- Modernized Human Resources:** We will invest in succession planning to maintain sufficient quality and quantity of language professionals. We will improve the professional development and technical training of new recruits and existing employees. We will provide a work environment that attracts and retains employees.

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
<p>Quality and cost-effective services and products.</p>	<p>Enhance our service-delivery model by promoting client loyalty and improving client satisfaction with our services.</p> <p>Expand our technolinguistics unit to help clients manage their multilingual websites in innovative ways.</p> <p>Support governmental and departmental Electronic Services Delivery agendas.</p> <p>Assist in developing the Canadian language industry.</p> <p>Assist in developing the</p>	<p>Funded within budget.</p>	<p>Client satisfaction: Maintain above 80 percent.</p> <p>Budget: Achieve zero deficit.</p> <p>Partnership agreements: Valued at \$120M.</p> <p>Establishment of quality circles: Review of translation, terminology and interpretation needs and measurement of client satisfaction.</p> <p>Parliamentary committee minutes and testimony: Respect new deadlines.</p> <p>PRISM telework module: Develop in 2003-2004.</p> <p>Specialists in localization and multimedia: Increase by 30.</p> <p>Client use of electronic ordering: Achieve 60 percent of total volume.</p> <p>On-Line Ordering System at Parliament: Realize widespread use.</p> <p>Participation: in the</p>

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	<p>interpretation industry and profession in Canada and the Americas.</p> <p>Promote understanding and adoption of modern management and comptrollership principles and practices in our management and operations.</p>		<p>implementation of the Official Languages Action Plan related to the language industry and the creation of a Canadian language technologies centre.</p> <p>Increased use: of translation firms rather than independent consultants. Participation: in the creation of a Canadian interpretation site.</p> <p>Training: eight more interpreters annually.</p> <p>Participation: in creation of an inter-American interpretation network.</p> <p>Capacity: Implement the action plan developed after the capacity assessment exercise.</p>
Standardized, accessible terminology.	<p>Continue standardization work in providing a comprehensive set of language tools to increase employee productivity and quality of delivered products.</p> <p>Continue to maintain access to TERMIUM Plus® and other linguistic tools and to expand TERMIUM®.</p>	Funded within budget.	<p>Development: Create web-based terminology tools such as TERMIUM® V, Publiciel II and LAWTIN II.</p> <p>Central Archiving: Attain use by at least 65 percent of our translators.</p> <p>Access: Extend TERMIUM® compartments to 10 federal departments and agencies and other collaborators.</p>
	<p>Continue to develop and offer products and services that reflect the diversity of Canadians.</p> <p>Continue to promote strategic</p>		<p>Number of hits for TERMIUM Plus: Increase by 20 percent</p> <p>Number of official languages transactions: 80,000</p> <p>Expansion: Spanish and Portuguese components (20,000 transactions); Inuktitut components.</p> <p>Partnerships: Extend the</p>

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	<p>alliances with universities and other institutions that assist us to achieve our objectives as a policy instrument.</p> <p>Continue to pursue standardization projects in the international arena.</p>		<p>Federal Terminology Council to other departments; create the Federal-Provincial-Territorial Terminology Council</p> <p>Produce a <i>Panlatin Vocabulary of Electronic Commerce</i>.</p> <p>Participation: in the newly created ISO working group.</p> <p>Participation in the standardization of NATO terminology: Negotiate a new agreement.</p>
<p>Inclusive, modern, motivating and supportive work environment.</p>	<p>Renew our work force—within our financial capacity—through aggressive recruitment of language professionals.</p> <p>Provide a work environment that attracts and retains employees.</p> <p>Improve the professional development, technical training and coaching of recruits.</p>	<p>Funded within budget.</p>	<p>Recruitment: Attract 100 new language professionals.</p> <p>Training: Establish a training centre for new Parliamentary translators.</p> <p>Further expand the use of the Translation Bureau office ‘footprint’.</p> <p>Implement the action plan stemming from the 2002 survey of federal employees.</p> <p>Implement a wellness program.</p> <p>Continue the visible minorities forum.</p> <p>Training: Develop a training and coaching program for beginners, and provide ongoing training in terminology.</p> <p>Develop a quality-assurance program and pilot project for ISO certification in terminology.</p> <p>Continue to enhance competency-based training and coaching programs based, in particular, on participant surveys and</p>

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
			feedback from managers and coaches.

Operational Support

Objective

To provide departmental support services, including information and technology management, policy advice, communications, security, financial, administration, human resources and other services needed to support the achievement of program objectives, in an effective and cost-efficient manner.

Description

- Provides support to the offices of the Minister, the Deputy Minister, and the Associate Deputy Minister.
- Provides information management and information technology (IM/IT) services to PWGSC's business lines for common services and internal operations, including Information Technology Security.
- Provides corporate services on a national basis related to finance, corporate policy and planning, communications, audit and ethics, human resources, material management, security, health and safety, emergency preparedness, contract claims resolution, executive secretariat function and legal services.

Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE				
▪ Operating and Statutory Votes				
Gross Expenditures	224.3	191.7	189.5	189.2
Less: Respendable revenue	66.8	64.7	64.8	64.5
IM/IT - DEPARTMENTAL OPERATIONS TOTAL	157.6	127.0	124.7	124.7
CORPORATE MANAGEMENT SERVICE LINE				
▪ Operating and Statutory Votes				
Gross Expenditures	159.4	119.0	136.8	136.4
Less: Respendable revenue	53.2	34.7	34.7	34.6
CORPORATE MANAGEMENT TOTAL	106.3	84.3	102.2	101.8
BUSINESS LINE TOTAL	263.8	211.3	226.9	226.5
<small>Totals may not add up due to rounding.</small>				
FULL TIME EQUIVALENTS	2,779	2,666	2,666	2,680

Spending Trend: Over the planning period, it is expected that the planned spending levels will remain relatively constant.

Planning Context

Our department is currently undergoing significant change as it progresses toward its one-stop service delivery model. The management of that change will be a major challenge for the department over the planning period. Much needs to be done to create a new organizational structure that will allow for integrated service delivery to our federal clients and to Canadians. Our services must be supported operationally in an environment that demands flexibility and responsiveness. In addition, our corporate services must support government-wide initiatives such as the modernization of human resources management, modern comptrollership, Government On-Line (GOL), the Financial Information Strategy (FIS), audit and ethics policy revisions, and the *Communications Policy for the Government of Canada*. In all of our initiatives and undertakings, we must ensure that we manage our funds judiciously, show value for money, and demonstrate transparency and accountability.

The public service environment is changing, and over the next few years the role of human resources organizations will also change. We must continue to address ongoing

business issues, while modernizing and strengthening our human resources management practices to enable us to be more responsive to our own and the government's renewal requirements. Internal and external partnerships will be key to implementing these new administrative practices speedily and smoothly while managing the associated risks and opportunities. To prepare to implement in future years the proposed legislative and regulatory reforms, we will need to review and modify our human resource management policies and overall infrastructure over the coming year. People will be at the centre of all these changes. As we move forward with the modernization exercise, strategies will be required to support human resources professionals, employees and managers across the department.

We rely on information technology to deliver a broad range of services to all federal departments and agencies. Through central functions, such as the Receiver General, we deliver services that affect virtually every Canadian. Our electronic infrastructure is integral to our central and common service programs. We must ensure that we maintain the integrity of our infrastructure to provide the services required by our clients. Technological developments require the ongoing renewal of information-management and technology (IM/IT) infrastructure if we are to maintain our ability to interact with the external environment. Continued reliance on *ad hoc* solutions does not allow for strategic management and threatens long-term sustainability. Stable funding is crucial if we are to maintain our ability to deliver mission-critical central and common services to more than 100 departments and agencies, and to Canadians.

We are keenly aware that public confidence goes beyond questions of integrity of information and security of facilities. Nothing is more important than a reputation for honesty, fairness, transparency and conscientious stewardship of public resources. With this heightened awareness, we need to provide appropriate support to managers, and increase knowledge within the department of our ethics and values.

Finally, we must continue to be vigilant in the provision of safe and secure accommodation. The demand for increased security services has resulted in increased demand for our procurement services as government tries to address security, health and safety issues.

Key Commitments

In response to the previously described challenges, we have identified the following focus areas:

- **Enhance Corporate Policy and Planning:** We will implement key management practices and ensure the highest-quality policy and planning advice to senior management. We are fully committed to enhance our policy capacity in support of

the government-wide policy agenda, to integrate our planning and reporting processes, and to seek innovative strategies to fund new initiatives.

- **Sustain High Ethical Standards:** We will ensure that our departmental ethical framework is aligned with the Public Service Code of Values and Ethics. We remain committed to fostering an ethical climate by raising awareness through sustained communications and enhanced training, and to advance the operationalization of ethical behaviour of our employees by aligning policies, procedures and other governance mechanisms with our Statement of Ethical Values.
- **Expand Security and Safety:** We will improve our security intelligence analysis to better assess areas of potential threat and risk. We will improve efficiency in ensuring the security of assets and information by implementing a disaster recovery planning system for our Business Continuity Planning Program and an on-line system for our Industrial Security Program.
- **Modernize Human Resources:** Modernization is a government-wide initiative that will have a broad impact on human-resources management. We will contribute to reforms in compensation, classification, staffing, labour relations and learning. We will participate extensively in the development and implementation of innovative electronic solutions for human resources service delivery and information management. We will create an environment in which lifelong learning and the careers of our people are valued, and invest time and resources to help people learn, grow and share their experience, knowledge and ideas in a spirit of collaboration and innovation that positions the department as an organization of choice. We will also demonstrate leadership in employment equity and official languages to create a workplace that is a model of how differences can serve to achieve innovative and excellent results, and where the prevalent use of both official languages enhances the quality of services provided to clients and to Canadians.
- **Maintain IM/IT Capacity:** We will have to deal with the significant government-wide implications of our current Government On-Line (GOL) commitment. However, it is not clear how GOL will affect the nature and scope of our business over the long term. Increased demands for IM/IT services to support e-Government will require:
 - managing the rapid expansion of systems and supporting workforce, while maintaining service quality;
 - developing and maintaining the advanced levels of expertise required in the new environment; and
 - developing and maintaining the currency of supporting networks and systems.
- **Increase International and Intergovernmental Cooperation:** We will extend our federal-provincial-territorial experience to the international arena by

SECTION III - PLANS AND PRIORITIES

promoting our services and by sharing our diverse public sector expertise with other governments and countries.

The following chart outlines how we will measure our progress over the planning period.

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
Quality and timely advice and support to the Minister, Deputy Minister, Associate Deputy Minister and heads of business lines on issues that might impact departmental programs and operations, and the federal government.	<p>Timely, credible, relevant assurance services and strategic advice on policy issues.</p> <p>Implement a new resource-management regime to instill a more corporate approach to financial management, including linking financial and non-financial information.</p> <p>Align planning activities to support senior management fully.</p>	Funded within budget.	<p>Support: Provide sound and timely information.</p> <p>Effective financial management: Manage within budget; allocate resources to address corporate priorities.</p> <p>Planning framework: Support priority setting and decision-making.</p>
Increased level of ethics awareness, sharing of best practices, and alignment of policies, procedures and other governance mechanisms to uphold PWGSC's Statement of Ethical Values.	Have in place a conflict-management system that reflects PWGSC's ethical values and meets the needs of both PWGSC and its partners.		Awareness: Increase level of ethical considerations in policy-making, problem-solving, and decision-making; increase ethics training.
Enhanced security and safety of departmental assets, information and people.	Enhance National Security, Safety and Health and Emergency Preparedness Programs.	\$7.5M	<p>Turnaround time: for routine personnel screening applications - 2 days for reliability status; 60 days for Secret clearances.</p> <p>Increase level of awareness and training.</p>
A modernized human resource management framework that reflects public-sector values and fosters an environment supportive of learning, leadership and an inclusive and representative workforce, while effectively managing change and relationships.	<p>Develop and implement recruitment and retention strategies that align with business requirements and promote a supportive work environment.</p> <p>Enhance the capacity of the organization to manage change and to resolve disputes in a way that is integral to the achievement of strategic business priorities.</p>	Funded within budget	<p>Recruitment, learning, retention: New hire/departure ratio and usage of development programs meet goals for having the people in place to deliver on business objectives.</p> <p>Employment equity, official languages, learning strategy: Degree to which goals set in plans are met.</p> <p>Change management: Integrate change management into the plans, activities and reporting which support the</p>

Planned Results	Related Activities	Resources 2003-2004	Performance Indicators
	<p>Prepare the department to implement the modernized human resource management regime.</p>		<p>department's transformation; assess feedback from departmental stakeholders on the organization's capacity to manage conflict and resolve issues.</p> <p>HRM regime: Establish appropriate plans and milestones and develop mechanisms supporting the proposed changes to prepare the department for implementation; assess feedback from Executive Committee and central agencies on departmental readiness to implement the modernized regime.</p>
<p>Effective information management and technology services that are cost-effective and meet the operational requirements of business lines.</p>	<p>Provide mainframe services to PWGSC.</p> <p>Manage 250 major software applications supporting government-wide, mission-critical and business-line priority systems.</p> <p>Provide information-technology security services to PWGSC operations.</p> <p>Maintain the Enterprise Document and Records Management (EDRM).</p> <p>Direct the GOL office.</p>	<p>\$133M</p>	<p>Mainframe availability: Maintain 99.7 percent of availability, excluding software test time.</p> <p>Service level: Fulfill levels negotiated with PWGSC business lines.</p> <p>Intrusions: Avert all significant systems intrusions.</p> <p>Service: Meet agreed levels.</p> <p>EDRM: Implement the system to a total of 4,330 users by the end of 2003-04.</p> <p>Report on progress against GOL plan, risk management of key projects, Treasury Board-funded initiatives.</p>
<p>An enhanced international and intergovernmental cooperation program.</p>	<p>Promote and market PWGSC services, products and expertise internationally.</p>	<p>\$740K</p>	<p>Service Promotion: Increase the number of countries where services are promoted and provided.</p>

Section IV - Key Government Themes and Management Initiatives

Sustainable Development Strategy

<http://www.pwgsc.gc.ca/sd-env/text/sds-2000-toc-e.html>

The PWGSC Sustainable Development Strategy (SDS) 2000 was tabled in Parliament in February 2001.

SDS 2000 contains departmental commitments relating to three goals:

- greening our operations as a custodian and provider of facilities and common-use office space to federal departments;
- greening our services to federal departments and agencies as a common service agent; and
- greening our internal operations.

Objectives and targets relating to these goals will be implemented from fiscal year 2001-2002 to fiscal year 2003-2004. For the most part, targets identified in the Sustainable Development Strategy remain departmental priorities as originally written. However, monitoring has indicated that revision is required in the case of the following 7 targets:

Original Target	New Target	Reason for Modification
By March 31, 2002, achieve full implementation of the National Asbestos Management Plan at all asbestos-containing crown-owned PWGSC facilities.	By March 31, 2004, building-specific Asbestos Management Plans (AMPs) are to be developed and implemented for all PWGSC-owned facilities.	Development and implementation a national Asbestos Management Plan tracking system is underway in order to meet the new target.
By March 31, 2003, implement Integrated Pest Management Plans at applicable crown-owned PWGSC facilities.	By March 31, 2004, develop a National Integrated Pest Management plan / program to be implemented at applicable crown-owned PWGSC facilities.	A change was required in the approach for the implementation of Integrated Pest Management across the department. A National IPM plan will be developed for Crown-owned facilities to ensure national consistency to meet the requirements of the regions.
By March 31, 2002, complete assessment of all PWGSC sites for contamination, including determination of the extent of contamination.	By March 31, 2004 complete assessment of all PWGSC sites for contamination, including determination of the extent of contamination.	Competing demand for resources require the target date for completion to be restated.

SECTION IV - KEY INITIATIVES

Original Target	New Target	Reason for Modification
By March 31, 2003, complete preparation of plans for remediation or risk management of PWGSC sites where contamination has been identified.	By March 31, 2004, complete preparation of plans for remediation or risk management of PWGSC sites where contamination has been identified.	Competing demand for resources require the target date for completion to be restated.
By March 31, 2002, replace all PWGSC-owned halon systems.	By March 31, 2004, replace halon systems in PWGSC-owned facilities where technically feasible alternatives exist.	The number of halon systems in PWGSC-owned buildings into our inventory has grown as a result of taking additional buildings into our inventory. The newly acquired systems will be removed by the new target date.
By March 31, 2004, implement cost-effective multi-material recycling in lease facilities where the infrastructure exists and where PWGSC is the majority lessee.	By March 31, 2007, implement cost-effective multi-material recycling in lease facilities where the infrastructure exists and where PWGSC is the majority lessee.	The standards for multi-material recycling in leased facilities have only recently been agreed, and the program will take extra time to phase-in
Improve application of construction, renovation and demolition (CRD) waste management practices by at least 25% per year to reach full implementation by March 2004 (reflects SDGO target).	Improve application of construction, renovation and demolition (CRD) waste management practices by at least 25% per year to reach full implementation by March 2006 (reflects SDGO target).	The extension is necessary to develop a reporting system that accurately captures the department's performance on CRD waste.

Implementation and monitoring of all commitments included in SDS 2000 will continue throughout the coming fiscal year and beyond. With the increased focus on climate change and on the Kyoto Protocol, we are committed to meeting our obligations for greenhouse gas emission reduction and augmenting the greening of our services to clients and our operations.

A third Sustainable Development Strategy (SDS 2003) will be developed and tabled in Parliament in December 2003.

Government On-Line

Government On-Line (GOL) is the expression of the Government of Canada's vision to connect Canadians with government, each other and the world. For our department, GOL means both serving Canadians directly and helping other federal departments and agencies make the government's vision a reality.

Drawing on our expertise and experience, we are creating the technological solutions our clients need for on-line service delivery and e-commerce services for GOL. We are committed to:

- enhance delivery of services to the public and other government departments and agencies;
- provide secure on-line access to client data held by our department;
- increase the efficiency of the federal public service; and
- evolve the government's IM/IT strategic infrastructure.

We also provide technical support for Communication Canada's Government of Canada Portal, which is the focal point of the federal government's presence on the World Wide Web.

We have identified six key services, supported by approximately 21 initiatives, to advance the GOL agenda. Partial funding has been allocated for the Common Secure Infrastructure Initiative and the five projects identified below. Future delivery of these initiatives, however, is dependent on additional funding.

Common Secure Infrastructure (CSI): Through the CSI initiative, we design and deliver the common information-technology foundation for GOL across government. We are working in partnership with Treasury Board Secretariat (TBS) to develop the architecture necessary to support the CSI.

The Secure Channel Project enables secure electronic-service delivery to Canadians, businesses and other users. The project is progressing on schedule, and is positioned to advance the implementation strategy for the planned 'initial production field trial', during which the migration of GENet clients will begin. GENet is the current common network service that interconnects the networks of approximately 100 departments and agencies. Completion of this migration is targeted for the fall of 2003. Continuing enhancements to this common infrastructure will enable more departments to deliver applications on-line, improving integrated service delivery to Canadians.

As part of the CSI initiative, we also manage the Certification Authority (CA), which confirms the identity of users and issues public-key infrastructure (PKI) certificates (e-passes), enabling clients to connect with the Government of Canada on-line. We are currently the largest single CA in the world, demonstrating the Government of Canada's

leadership in this area. In addition, the Secure Application Key Management Services developed by our department provide Government of Canada employees with a common PKI certificate services and the security infrastructure to protect and ensure integrity of transactions. We are also developing electronic directories to integrate information on government personnel and services, and PKI certificates to enable on-line transactions. Together, Treasury Board Secretariat and our department are addressing the issue of CSI sustainability by focusing on business models and contractual arrangements.

Government of Canada Marketplace (GoCM): The GoCM, a project of the Electronic Supply Chain (ESC) Program, will result in an on-line marketplace to facilitate the exchange of information about goods and services offered by suppliers to government buyers. This new end-to-end purchasing service will allow participating departments and agencies to shop for, buy, pay for and report on their purchases. The GoCM will enable many of the government's supply-chain business processes—procurement management, purchasing and payment, for example—within an efficient and secure electronic environment. The GoCM will generate real savings to the government. These savings will be achieved by delivering volume price discounts, consolidating procurement instruments such as standing offers, allowing for increased credit-card rebates, and improving and simplifying processes. The GoCM is fundamentally a business transformation initiative that will allow government to automate—from paper to electronic format—and transform existing purchasing processes, while maintaining the highest levels of transparency and accountability.

Web Content Management for Gateways and Clusters: The Web Content Management for Gateways and Clusters project will develop a system to manage and support the creation, publication and disposition of web content for existing gateways and clusters of information on the Canada site.

GOL Procurement Office: The GOL Procurement Office provides information about the procurement options available to meet clients' GOL needs. A procurement vehicle—the supply arrangement method of procurement—that provides access to a wide spectrum of GOL services and solutions has been developed.

Pay Web Development: Through the Pay Web Development initiative, we are developing the applications required to display the Regional Pay System Statement of Earnings (pay stub) on the web. The applications will be secured by public-key infrastructure (PKI) and have links to financial institutions with on-line banking services. The Pay Web Development initiative will reduce the need to print bi-weekly pay stubs and will allow employees to start, amend or stop voluntary deductions to their pay accounts. In addition, a 'what if' function will provide the calculators and options needed to help employees make pay-related decisions.

Electronic Payments: The Electronic Payments project will enable the existing Receiver General 'Buy Button' function, which will allow Canadians to purchase

government publications and utilize the Secure Channel. Other on-line payment options can be added to provide alternatives to credit cards at less cost to government. These options include existing proprietary credit and debit mechanisms, and other services being developed or contemplated such as on-line debit transactions. Through this project, we will conduct a detailed review of on-line-banking services and carry out focus testing among the public to determine demand. We will also study the feasibility of a large-value on-line payment service that reduces cost and improves information flow. Such a feasibility study would include developing requirements in collaboration with other departments and levels of government, as well as financial institutions and the private sector.

Collective Initiative	Goal of the Initiative	List of Partners	Money Allocated by Partners	Planned Results
<p>Common Secure Infrastructure</p> <p>Year of implementation: 2002</p> <p>Year results will be reported: ongoing to 2005</p>	<p>Deliver a Secure Channel for electronic service delivery to Canadians, businesses and other users of government services.</p>	<p>Treasury Board Secretariat and other federal government departments.</p>	<p>2003-2004: TBD</p> <p>2004-2005: TBD</p> <p>2005-2006: TBD</p>	<p>Migration of all GENet clients to the Secure Channel Network and approval granted for long-term maintenance and operations.</p> <p>Ongoing improvement of service-delivery infrastructure to enhance the government's ability to renew programs and services in response to the changing needs of the Canadian public.</p>
<p>Government of Canada Marketplace</p> <p>Year of implementation: 2004</p> <p>Year results will be reported: TBD</p>	<p>Facilitate the exchange of goods, services and other assets between suppliers and government buyers.</p>	<p>Other government departments.</p>	<p>2003-2004: \$3.5M</p>	<p>Efficient, secure and simplified on-line supply arrangements.</p>
<p>Web Content Management for Gateways and Clusters</p> <p>Year of implementation: 2005</p> <p>Year results will be reported: TBD</p>	<p>Develop a system to manage and support the creation, publication and disposition of web content for existing clusters and gateways.</p>	<p>Treasury Board Secretariat and other government departments to be determined.</p>	<p>2003-2004: \$3.95M</p> <p>2004-2005: \$2.5M</p>	<p>Efficient web-content support to GoC (Canada Site) Gateways and Clusters.</p>
<p>GOL Procurement Office</p>	<p>Provide information concerning</p>	<p>Treasury Board Secretariat and other</p>	<p>2003-2004: \$0.75M</p>	<p>Scope, plan and define the business, technical, operational services and</p>

SECTION IV - KEY INITIATIVES

Collective Initiative	Goal of the Initiative	List of Partners	Money Allocated by Partners	Planned Results
Year of Implementation: N/A Year results will be reported: TBD	procurement options available for clients' GOL needs.	government departments.	2004-2005: \$0.5M	solution delivery requirements needed for GoCM implementation.
Pay Web Development Year of Implementation: 2004 Year results will be reported: TBD	Display the Regional Pay System Statement of Earnings (pay stub) on the web.	Other government departments.	2003-2004: \$0.65M	On-line access by employees to pay information.
Electronic Payments Year of Implementation: TBD Year results will be reported: TBD	Enable on-line payments of various methods over the Secure Channel.	(Potentially) Financial Institutions, other departments and levels of government.		Efficient and secure on-line payments at lower cost.

Modern Comptrollership

During the past year, we completed a self-assessment of our management practices using the Treasury Board Secretariat Modern Comptrollership Capacity Check tool. We have developed an action plan that responds to the findings of the assessment. The action plan will also support us as we meet the key challenges identified in Section 2.2. Development of the action plan has resulted in a greater integration of existing actions rather than numerous new initiatives.

The two most significant action items are: first, restructuring the department in order to transform the business to better serve our clients; and second, conducting an assessment of resource pressures facing the department related to service delivery, funding, systems and human resources. The department will begin to implement the recommendations of this assessment focusing on areas such as: improving human resource recruitment, retention and succession; building strategic relationships to gain additional efficiencies and further improve services; developing a suite of policy instruments to guide service delivery; streamlining our complex financial structure; and delivering effective long range informatics infrastructure planning and funding, and asset management. The assessment has assisted us in establishing a shared agenda with Treasury Board Secretariat, and has provided a vehicle for ongoing consultations with respect to strategic issues facing our department.

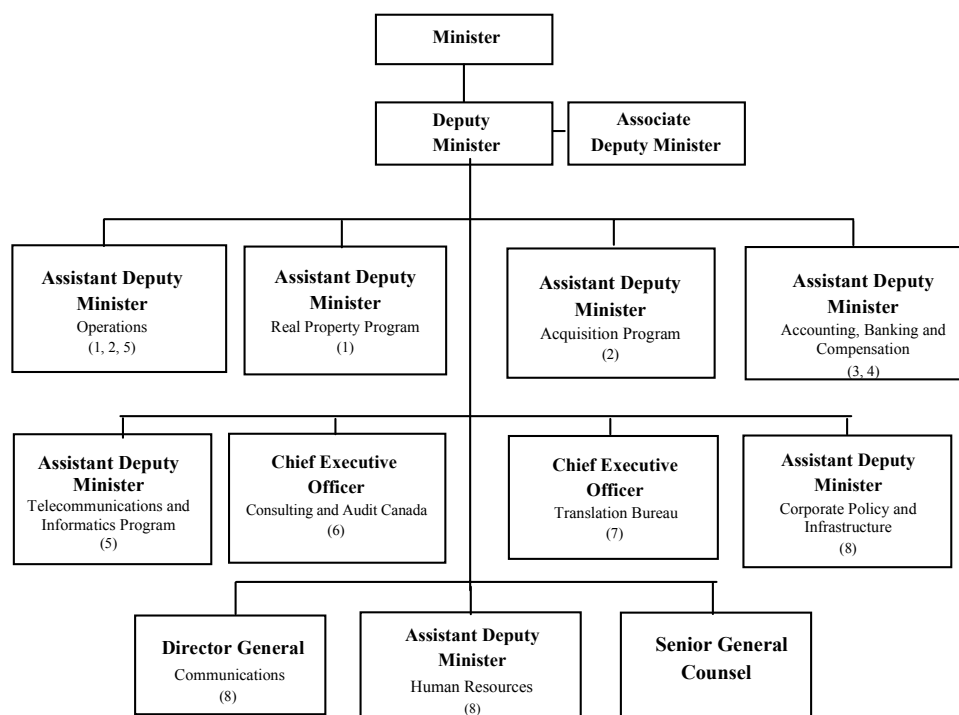
We have already begun to implement our Modern Comptrollership Action Plan by, for example, responding to issues identified in the review of the Sponsorship Program through the application of a newly developed Quality Assurance Program that will assess managers' performance when they exercise spending and contracting authorities, ensure compliance with financial training standards, certify the maintenance of delegation forms, and follow-up on financial-management issues identified in audit reports.

During the planning period, we will:

- focus on building and strengthening managerial capacity and accountability;
- revise our Governance Framework and Performance Reporting and Accountability Structure in line with our re-organized department;
- develop a corporate risk profile and implement various risk management learning tools;
- begin to implement a cost management framework to improve our decision-making capability; and
- continue to implement our values and ethics program through its integration into our key business processes.

Section V - Organization

Organization and Business Lines



The numbers in the above organizational chart correspond to the business lines listed below.

Business Lines	\$ millions ⁽¹⁾	FTEs
1. Real Property Services	1,804.7	4,850
2. Supply Operations Service	127.5	1,780
3. Receiver General	104.6	490
4. Public Service Compensation	31.5	793
5. Telecommunications and Informatics Common Services	79.4	266
6. Consulting and Audit Canada	(1.1)	400
7. Translation Bureau	52.3	1,773
8. Operational Support ⁽²⁾	211.3	2,666
TOTAL	2,410.2	13,018

Totals may not add up due to rounding.

Notes:

- (1) These amounts represent net business line planned spending for 2003-2004 and include revolving fund results. See Section III for more information on the business volumes.
- (2) The Operational Support Business Line also includes the DG Ethics Development, DG Communications and the Senior General Counsel who all report to the Deputy Minister.
- (3) The reorganization will be formalized with the Planning, Reporting and Accountability Structure (PRAS) in June 2003.

Financial Spending Plan

Departmental Planned Spending				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
GOVERNMENT SERVICES PROGRAM ^(Note 1)				
Gross Program Spending:				
Main Estimates	3,859.0	4,128.6	4,049.0	4,013.2
Adjustments to Planned Spending	611.3	153.4	153.9	176.9
	4,470.2	4,282.1	4,202.8	4,190.2
Responsible Revenue:				
Main Estimates	1,744.1	1,859.7	1,880.2	1,892.5
Adjustments to Planned Spending	226.3	12.2	11.3	--
	1,970.4	1,871.9	1,891.5	1,892.5
NET PROGRAM PLANNED SPENDING	2,499.9	2,410.2	2,311.4	2,297.7
Less: Non-Responsible Revenue	31.6	28.2	28.2	28.2
Plus: Cost of Services Received Without Charge	36.5	35.5	35.8	36.1
NET COST OF DEPARTMENT	2,504.8	2,417.5	2,318.9	2,305.6
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	13,035	13,018	13,037	13,123

Note 1: Includes intradepartmental revenues and expenditures of: \$208.9M for 2002-2003, \$205.4M for 2003-2004 ; \$205.9M for 2004-2005 and \$206.6M for 2005-2006 for a nil bottom line impact.

Spending Trend: Over the next three fiscal years, the department anticipates its expenditures to remain relatively stable. PWGSC will continue to manage its expenditures in line with its planned revenues and ensure the most efficient use of resources.

Section VI - Financial Information

Financial Table 1: Capital Spending by Business Line

(millions of dollars)

PROGRAM Business Line	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
<u>GOVERNMENT SERVICES</u>				
Real Property Services	462.2	368.7	324.4	286.1

Financial Table 2: Major Capital Project Spending by Business Line

This table presents the planned spending of major capital projects with estimated total project costs in excess of \$1 million. These projects are displayed with information on the class of cost estimate - Substantive (S) or Indicative (I); stage of approval - Preliminary Project Approval (PPA) or Effective Project Approval (EPA); and the approval authority - Treasury Board (TB) or Delegated to the Department (DA).

(millions of dollars)

PROGRAM Business Line	Current Estimated Total Cost	Forecast	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Future Year Spending Requirements
		Spending to March 31, 2003				
REGION						
GOVERNMENT SERVICES						
Real Property Services						
NEWFOUNDLAND						
Argentia - Environmental remediation (S-EPA-TB)	70.8	63.7	7.0	0.1	--	--
NEW BRUNSWICK						
St. George - GOCB - Construction (S-EPA-DA)	2.9	0.5	2.4	--	--	--
Bathurst - Nicholas Denys - Renovation (S-EPA-DA)	6.8	4.5	2.4	--	--	--
NOVA SCOTIA						
Ingonish - New GOCB (I-PPA-DA)	2.3	0.2	2.1	--	--	--
PRINCE EDWARD ISLAND						
Charlottetown - Proposed GOCB Construction (I-PPA-TB)	36.1	4.7	3.0	14.1	14.1	0.2
QUEBEC						
Montreal - 305 René Lévesque - Renovation (S-EPA-TB)	22.3	18.9	3.4	--	--	--
Montreal - 740 Bélair - Construction (I-PPA-TB)	40.4	7.7	20.0	12.7	--	--
Montreal - 200 René-Lévesque - Renovation (I-PPA-DA)	5.7	0.9	2.0	2.8	--	--
Gaspé - Expansion (I-PPA-DA)	2.8	0.3	2.0	0.5	--	--
Westmount - RCMP Headquarters - Major Replacement (S-EPA-DA)	2.0	0.2	1.8	--	--	--
St-Laurent - 3155 Côte de Liesse - Renovation (S-EPA-TB)	21.3	20.1	1.2	--	--	--
Angliers - Quinze Dam - Renovation and Repairs (S-EPA-DA)	2.1	0.1	2.0	--	--	--
ONTARIO						
Sudbury Tax Centre - GOCB renovation (I-PPA-DA)	9.0	0.3	2.8	4.7	1.2	--
Toronto - Joseph Shepard GOCB - Elevator Modernization (I-PPA-DA)	5.8	0.4	2.6	2.8	--	--
Toronto - Joseph Shepard GOCB - Fan Motors Replacement (S-EPA-DA)	1.4	0.2	1.2	--	--	--
NATIONAL CAPITAL REGION (QUEBEC)						
Gatineau -Portage I & II - Elevator Upgrade (I-PPA-DA)	5.5	0.5	2.0	2.0	1.0	--
Gatineau - Laurier Taché Garage - Renovation (I-PPA-EPA-TB)	43.9	21.9	10.5	11.5	--	--
Gatineau - Portage I & II - Refurbish Lobbies (I-PPA-DA)	1.3	0.2	1.1	--	--	--
NATIONAL CAPITAL REGION (ONTARIO)						
Ottawa - Skyline Complex - Acquisition and Occupancy Plan (S-EPA-TB)	176.3	96.9	6.9	29.3	29.1	14.1
Ottawa - Forintek Building - Renovation and Fit-up (S-EPA-DA)	21.0	1.0	12.5	7.5	--	--
Ottawa - Central Heating and Cooling Plant Tunney's Pasture - Replacement (I-PPA-DA)	2.7	0.2	2.4	--	--	--

Financial Table 2: Major Capital Project Spending by Business Line (Cont'd)

(millions of dollars)

PROGRAM Business Line	Current Estimated Total Cost	Forecast	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Future Year Spending Requirements
		Spending to March 31, 2,003				
REGION						
NATIONAL CAPITAL REGION (ONTARIO) (Cont'd)						
Ottawa - New Federal Court - New Construction (I-PPA-TB)	140.0	6.5	23.8	35.6	38.3	35.8
Ottawa - Portrait Gallery - Renovation (I-PPA-TB)	27.4	0.9	5.4	14.1	7.0	--
Ottawa - Nitrate Storage - Cellulose Nitrate Film Storage Facility - National Archive of Canada - New Construction (I-PPA-TB)	10.0	1.0	3.8	5.3	--	--
Ottawa - 111 Sussex Drive - Acquisition and Fit-up (S-EPA-DA)	80.9	72.6	3.4	4.9	--	--
Ottawa - Lester B. Pearson - Elevator Modernization (S-EPA-DA)	4.5	2.4	2.2	--	--	--
Ottawa - RCMP HQ - Exterior Lighting (S-EPA-DA)	1.2	0.1	1.2	--	--	--
Ottawa - Public Archives - Roof Replacement (S-EPA-DA)	1.3	0.1	1.2	--	--	--
Ottawa - 111 Sussex Drive - Renovation (I-PPA-DA)	16.0	2.6	12.9	0.5	--	--
Ottawa - Sir John Carling - Renovation/Addition (I-PPA-TB) ⁽¹⁾	57.0	1.4	0.1	--	--	55.6
Ottawa - West Memorial Building - Renovation (I-PPA-TB) ⁽¹⁾	50.8	3.1	2.0	18.0	22.0	5.7
Ottawa - Lester B. Pearson - Federal Building Initiative (SI-EPA-DA)	5.9	4.8	0.5	0.6	--	--
PARLIAMENTARY PRECINCT⁽²⁾						
Ottawa - Library of Parliament (LOP) - Renovation (S-EPA-TB)	109.3	53.6	26.8	25.2	3.7	--
Ottawa - Bank Street Building - New Building (I-PPA-TB)	275.8	5.4	8.2	7.5	50.0	204.7
Ottawa - House of Commons - Chamber Sounds system (I-EPA-DA)	2.5	0.1	2.4	--	--	--
Ottawa - La Promenade - Upgrade Electrical Systems (S-EPA-DA)	1.5	0.1	1.4	--	--	--
Ottawa - East Block - Senator's Office 3rd Floor (I-PPA-DA)	6.2	1.2	5.0	--	--	--
Ottawa - Victoria Building - Committee Rooms and Security Fit-up (I-PPA-DA)	9.8	1.5	8.3	--	--	--
Ottawa - Senate Operational Services Consolidation (S-EPA-DA)	5.1	2.0	3.1	--	--	--
Ottawa - Centre Block Underground Service - Digital Assets Management System (S-EPA-DA)	8.9	0.7	6.1	2.1	--	--
Ottawa - Wellington Building Renovation (I-PPA-TB)	125.8	0.1	0.2	6.0	9.0	110.5
WESTERN						
Yellowknife - GOCB - New GOCB (I-PPA-TB)	18.0	3.7	1.0	10.2	3.1	--
Regina - New GOCB - New Construction (I-PPA-TB)	28.6	2.8	6.5	18.8	0.6	--
Winnipeg - Canadian Grain Co. - Building Upgrade (S-EPA-DA)	3.9	2.8	1.1	--	--	--
Edmonton - Canada Place - Infill Portion (I-PPA-DA)	1.5	0.1	1.4	--	--	--
Winnipeg - GOCB 269 Main St - Renovation (S-EPA-DA)	5.6	4.3	1.3	--	--	--

Financial Table 2: Major Capital Project Spending by Business Line (Cont'd)

(millions of dollars)

PROGRAM Business Line	Current Estimated Total Cost	Forecast	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Future Year Spending Requirements
		Spending to March 31, 2,003				
REGION						
BRITISH COLUMBIA						
Esquimalt - Graving Dock - South Jetty Rehabilitation (S-EPA-DA)	596.6	458.6	23.0	23.0	23.0	69.0
Northwest Highway - Reconstruction (S-EPA-TB)	17.4	1.3	1.3	14.8	--	--
Surrey - Tax. Data Centre - Renovation (I-PPA-TB)	14.5	1.0	13.5	--	--	--
Vancouver - Downtown Vancouver - CCRA Downtown (I-PPA-TB)	4.2	1.8	2.4	--	--	--
SUMMARY						
Total spending on approved major capital projects listed above (Greater than \$1M)	2,112.6	879.9	260.5	274.4	202.1	495.6
Total spending on major capital projects to be approved not listed above			58.1			
Total spending planned for minor capital projects (Less than \$1M)			50.0			
BUSINESS LINE TOTAL	--	--	368.7	--	--	--

Totals may not add up due to rounding.

Notes:

- 1 - The project scope, cost and timing for these previously reported projects is currently under review.
- 2 - Parliamentary Precinct: Future years planned spending is subject to an approval on a year to year basis by the Minister.

Financial Table 3: Details on Transfer Payments by Business Line*(in millions of dollars)*

PROGRAM Business Line	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
GOVERNMENT SERVICES				
Real Property Services				
<i>Grants</i>				
Grant in Kind to the Royal Canadian Society	0.08	0.08	0.08	--
Grant to Parc Downsview Park	3.17	--	--	--
	3.25	0.08	0.08	--
<i>Contributions</i>				
Canadian Standards Association	0.01	0.01	0.01	0.01
Contributions to Argentia Management Authority	2.00	6.02	--	--
	2.01	6.03	0.01	0.01
<i>Other Transfer Payments</i>				
Payment of Grants to Municipalities and Other Taxing Authorities	414.68	422.38	432.94	443.76
Recoveries from Custodian Departments	(414.68)	(422.38)	(432.94)	(443.76)
	--	--	--	--
BUSINESS LINE TOTAL	5.27	6.11	0.09	0.01

Totals may not add up due to rounding.

Financial Table 4: Sources of Respendable Revenue by Business Line*(millions of dollars)*

PROGRAM Business Line <i>Service Line</i>	Forecast Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006
GOVERNMENT SERVICES				
Real Property Services				
<i>Federal Accommodation and Holdings</i>				
Rentals and Concessions	377.9	260.1	260.0	256.9
<i>Services</i>				
- Real Property Services Revolving Fund				
Recoveries of disbursement on behalf of clients	629.4	687.9	687.9	687.9
Fee revenues from real property related common services	153.6	175.1	179.3	183.6
	783.0	863.0	867.2	871.5
- Real Property Disposition Revolving Fund				
Sales of real properties	20.4	20.4	20.4	20.4
	803.4	883.4	887.6	891.9
Business Line Total	1,181.3	1,143.5	1,147.6	1,148.8
Supply Operations Service				
- Vote				
Major Crown Projects	18.0	9.7	9.7	9.7
Acquisition	17.8	12.3	12.3	12.3
Canadian General Standards Board	2.5	2.5	2.5	2.5
Seized Property Management	3.7	3.7	3.7	3.7
	42.0	28.3	28.3	28.3
- Optional Services Revolving Fund				
Traffic and Vaccine	94.8	94.7	94.8	94.8
Crown Assets Distribution	4.8	5.6	5.6	5.6
Communication Procurement	2.9	2.9	2.9	2.9
Locally Shared Support Services	7.2	7.2	7.2	7.2
Software Brokerage / Benchmarking	6.7	8.7	0.0	0.0
	116.4	119.1	110.5	110.5
Business Line Total	158.3	147.4	138.8	138.8
Receiver General				
Receiver General Services	20.3	18.6	18.7	19.0
Public Service Compensation				
Compensation Services	45.2	32.2	31.5	23.6
Telecommunications and Informatics Common Services				
Vote	40.2	28.4	28.4	28.4
Revolving Fund	107.6	113.6	123.5	123.5
Business Line Total	147.8	142.1	151.9	151.9

Financial Table 4: Source of Respendable Revenue by Business Line (Cont'd)

(millions of dollars)

PROGRAM Business Line <i>Service Line</i>	Forecast Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006
Consulting and Audit Canada				
Consulting and Audit Services	99.0	99.5	99.5	99.5
Translation Bureau				
- Revolving Fund				
Translation Services	194.6	185.3	199.8	208.0
Interpretation Services	3.3	3.3	3.3	3.3
Terminology Services	0.6	0.6	0.8	0.6
Business Line Total	198.5	189.2	203.9	211.9
Operational Support				
<i>IM/IT - Departmental Operations</i>				
IM/IT - Services	66.8	64.7	64.8	64.5
<i>Corporate Management</i>				
Ministerial Regional Offices	2.6	2.3	2.3	2.3
Shared Services	2.5	2.5	2.5	2.5
Internal Recoveries and Others	48.1	29.9	29.9	29.8
	53.2	34.7	34.7	34.6
Business Line Total	119.9	99.4	99.5	99.1
RESPENDABLE REVENUE TOTAL	1,970.4	1,871.9	1,891.5	1,892.5

Totals may not add up due to rounding.

Financial Table 5: Source of Non-Respendable Revenue

(millions of dollars)

	Forecast Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006
Dry Docks	6.1	6.1	6.1	6.1
Employees Benefit and Health Care Cost	21.1	18.6	18.6	18.6
Accommodation	4.4	3.5	3.5	3.5
NON-RESPENDABLE REVENUE TOTAL	31.6	28.2	28.2	28.2

**Financial Table 6: Net Cost of Program(s) for the Estimates
Year 2003-2004**

	Government Services
Gross Planned Spending	4,282.1
<i>Plus: Costs of services received without charge</i>	
Contributions covering employers' share of insurance premiums and expenditures paid by Treasury Board Secretariat	25.9
Workers' compensation coverage provided by Human Resources Development Canada	2.8
Salary and associated costs of legal services provided by Justice Canada	6.8
COST OF PROGRAM(S)	4,317.6
<i>Less:</i>	
Respendable Revenue	1,871.9
Non-Respendable Revenue	28.2
NET COST OF PROGRAMS	2,417.5

Totals may not add up due to rounding.

Financial Table 7: Real Property Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Responsible Revenue	153.6	175.1	179.3	183.6
Expenses				
Operating:				
Salaries and Employee Benefits	102.0	111.6	114.3	117.2
Occupancy Costs	3.8	4.0	4.0	4.0
Corporate and Administrative Costs	18.4	21.9	22.4	22.9
Other Operating Costs	29.4	37.6	38.6	39.5
Expenses Total	153.6	175.1	179.3	183.6
Surplus (Loss)	0.0	0.0	0.0	0.0

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Operating Activities:				
(Surplus) Loss	0.0	0.0	0.0	0.0
Authority (provided) used during year	0.0	0.0	0.0	0.0
Net authority (provided) used at the start of year	0.0	0.0	0.0	0.0
Net authority (provided) used at the end of year	0.0	0.0	0.0	0.0
Authority limit	150.0	150.0	150.0	150.0
Unused authority carried forward	150.0	150.0	150.0	150.0

Totals may not add up due to rounding.

Note: Recoverable disbursements on behalf of clients are not included in responsible revenue and expenses (2002-2003: \$629.4M; 2003-2004 to 2005-2006: \$687.9M)

Financial Table 8: Real Property Disposition Revolving Fund**Statement of Operations***(millions of dollars)*

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Responsible Revenue	20.4	20.4	20.4	20.4
Expenses	3.8	3.8	3.8	3.8
Surplus (Loss)	16.6	16.6	16.6	16.6

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Operating Activities:				
(Surplus) Loss	(16.6)	(16.6)	(16.6)	(16.6)
Authority (provided) used during year	(16.6)	(16.6)	(16.6)	(16.6)
Net authority (provided) used at the start of year	0.1	0.0	0.0	0.0
Adjustment to net authority used at the start of year (Note)	(0.1)			
Payments to the Consolidated Revenue Fund	16.6	16.6	16.6	16.6
Net authority (provided) used at the end of year	0.0	0.0	0.0	0.0
Authority limit	5.0	5.0	5.0	5.0
Unused authority carried forward	5.0	5.0	5.0	5.0

Note: An adjustment to the net authority used at beginning of year is required to reinstate \$0.1M of actual authority used during fiscal year 2001-2002.

Financial Table 9: Optional Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Responsible Revenue	116.4	119.1	110.5	110.5
Expenses				
Operating:				
Salaries and Employee Benefits	5.9	4.6	4.6	4.6
Product Cost	99.5	99.7	91.6	91.6
Amortization	0.1	0.1	0.1	0.1
Other Operating Costs	10.9	14.7	14.2	14.2
Expenses Total	116.4	119.1	110.5	110.5
Surplus (Loss)	0.0	0.0	0.0	0.0

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Operating Activities:				
(Surplus) Loss	0.0	0.0	0.0	0.0
Less items not requiring use of funds:				
Amortization	0.1	0.1	0.1	0.1
Net financial resources (provided by) used in operating activities	(0.1)	(0.1)	(0.1)	(0.1)
Authority (provided) used during year	(0.1)	(0.1)	(0.1)	(0.1)
Net authority (provided) used at the start of year	3.6	(0.1)	(0.2)	(0.3)
Adjustment to net authority used at the start of year (Note)	(3.6)			
Net authority (provided) used at the end of year	(0.1)	(0.2)	(0.3)	(0.4)
Authority limit	35.0	35.0	35.0	35.0
Unused authority carried forward	35.1	35.2	35.3	35.4

Totals may not add up due to rounding.

Note: An adjustment to the net authority used at beginning of year is required to reinstate \$3.6M of actual authority used during fiscal year 2001-2002.

Financial Table 10: Telecommunications and Informatics Common Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Responsible Revenue	107.6	113.6	123.5	123.5
Expenses				
Operating:				
Salaries and employee benefits	15.3	16.1	16.8	16.8
Product Cost	75.0	80.0	89.3	89.3
Amortization	0.2	0.2	0.2	0.2
Other Operating Costs	17.1	17.3	17.2	17.2
Expenses Total	107.6	113.6	123.5	123.5
Surplus (Loss)	0.0	0.0	0.0	0.0

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Operating Activities:				
(Surplus) Loss	0.0	0.0	0.0	0.0
Less items not requiring use of funds:				
Amortization	0.2	0.2	0.2	0.2
Subtotal	(0.2)	(0.2)	(0.2)	(0.2)
Working capital change	0.0	0.1	0.0	0.0
Net financial resources (provided by) used in operating activities	(0.2)	(0.1)	(0.2)	(0.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.2	0.1	0.2	0.2
Net financial resources (provided by) used in investing activities	0.2	0.1	0.2	0.2
Authority (provided) used during year	0.0	0.0	0.0	0.0
Net authority (provided) used at the start of year	(15.8)	(15.8)	(15.8)	(15.8)
Net authority (provided) used at the end of year	(15.8)	(15.8)	(15.8)	(15.8)
Authority limit	20.0	20.0	20.0	20.0
Unused authority carried forward	35.8	35.8	35.8	35.8

Totals may not add up due to rounding.

Financial Table 11: Consulting and Audit Canada Revolving Fund**Statement of Operations***(millions of dollars)*

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Respendable Revenue	99.0	99.5	99.5	99.5
Expenses				
Operating:				
Salaries and employee benefits	32.5	32.5	32.5	32.5
Product Cost	57.4	57.9	57.9	57.9
Amortization	0.1	0.1	0.1	0.1
Other Operating Costs	8.2	8.3	8.3	8.3
Interest	0.2	0.1	0.1	0.1
Expenses Total	98.4	98.9	98.9	98.9
Surplus (Loss)	0.6	0.6	0.6	0.6

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Operating Activities:				
(Surplus) Loss	(0.6)	(0.6)	(0.6)	(0.6)
Less items not requiring use of funds:				
Amortization	0.1	0.1	0.1	0.1
Provision for employee termination benefits	0.3	0.3	0.3	0.3
Subtotal	(1.0)	(1.0)	(1.0)	(1.0)
Working capital change	(0.2)	(0.2)	(0.2)	(0.2)
Net financial resources (provided by) used in operating activities	(1.2)	(1.2)	(1.2)	(1.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	0.1	0.1	0.1
Net financial resources (provided by) used in investing activities	0.1	0.1	0.1	0.1
Authority (provided) used during year	(1.1)	(1.1)	(1.1)	(1.1)
Net authority (provided) used at the start of year	(1.0)	(2.1)	(3.2)	(4.3)
Net authority (provided) used at the end of year	(2.1)	(3.2)	(4.3)	(5.4)
Authority Limit	20.0	20.0	20.0	20.0
Unused authority carried forward	22.1	23.2	24.3	25.4

Totals may not add up due to rounding.

Financial Table 12: Translation Bureau Revolving Fund**Statement of Operations***(millions of dollars)*

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Responsible Revenue	198.5	189.2	203.9	211.9
Expenses				
Operating:				
Salaries and employee benefits	120.4	125.6	132.9	138.7
Amortization	0.8	0.9	0.9	1.0
Other Operating Costs	83.1	71.5	73.0	74.6
Expenses Total	204.3	198.0	206.8	214.3
Surplus (Loss)	(5.8)	(8.8)	(2.9)	(2.4)

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Operating Activities:				
(Surplus) Loss	5.8	8.8	2.9	2.4
Less items not requiring use of funds:				
Amortization	0.8	0.9	0.9	1.0
Provision for employee termination benefits	1.1	1.9	2.0	2.0
Subtotal	3.9	6.0	0.0	(0.6)
Working capital change	(0.9)	(3.0)	(0.3)	0.3
Net financial resources used in operating activities	3.0	3.0	(0.3)	(0.3)
Investing Activities:				
Capital assets:				
Net Acquisitions	1.0	0.3	0.3	0.3
Net financial resources used in investing activities	1.0	0.3	0.3	0.3
Authority (provided) used during year	4.0	3.3	0.0	0.0
Net authority (provided) used at the start of year	(16.7)	(12.7)	(9.4)	(9.4)
Net authority (provided) used at the end of year	(12.7)	(9.4)	(9.4)	(9.4)
Authority limit	10.0	10.0	10.0	10.0
Unused authority carried forward	22.7	19.4	19.4	19.4

Totals may not add up due to rounding.

Financial Table 13: Defence Production Revolving Fund

Note: Parliament authorized a total drawdown of \$100 million for the Defence Production Revolving Fund. No activities are anticipated over the planning period.

**Financial Table 14: Loans, Investments and Advances
(Non-Budgetary)***(millions of dollars)*

	Forecast 2002-2003	Planned 2003-2004	Planned 2004-2005	Planned 2005-2006
GOVERNMENT SERVICES				
Seized Property Working Capital Account	2.5	2.3	2.0	2.0
PROGRAM TOTAL	2.5	2.3	2.0	2.0

Financial Table 15: Alternative Service Delivery

Contribution to organization	Status of ASD proposal	Implementation Date	Contact
<p>Provides an efficient and cost-effective alternative for delivering high-quality Real Property Services to federal departments.</p> <p>Positions our department to focus increasingly on strategic elements of real property services.</p> <p>Contributes to limiting the size of the public service, promoting industry development and partnering for the delivery of day-to-day services.</p> <p>Is compatible with and enhances our department's move toward effective and coordinated client-centred service.</p>	<p>In 2003-2004, our department will enter into the sixth year of potential seven-year contracts by exercising the penultimate option for contract extensions.</p> <p>The final option for year seven, pending Treasury Board approval, would terminate March 31, 2005.</p> <p>A proposal to Treasury Board concerning renewal is in progress.</p>	<p>April 1, 2005, upon approval of Treasury Board.</p>	<p>Wayne Tomko, Director, Asset and Facilities Management.</p> <p>(613) 736-2224 wayne.tomko@pwgsc.gc.ca</p>

Section VII - Other Information

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